

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONSHIPS OF CAREER PLANNING WITH
ORGANIZATIONAL COMMITMENT
IN MESINIAGA BERHAD, SUBANG JAYA, SELANGOR**

NORFADZLY BIN ABD RAHIM



UUM
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
August 2018**

**THE RELATIONSHIPS OF CAREER PLANNING WITH
ORGANIZATIONAL COMMITMENT
IN MESINIAGA BERHAD, SUBANG JAYA, SELANGOR**

By

NORFADZLY BIN ABD RAHIM



UUM
Universiti Utara Malaysia

**Dissertation Submitted to
School of Business Management,
UUM College of Business, Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for the Master of Human
Resource Management**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NORFADZLY BIN ABD RAHIM (821315)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**THE RELATIONSHIP OF CAREER PLANNING WITH ORGANIZATIONAL COMMITMENT
IN MESINIAGA BERHAD, SUBANG JAYA, SELANGOR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **PROF. MADYA DR. FADZLI SHAH BIN ABD. AZIZ**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **29 JULAI 2018**
(Date)

PERMISSION TO USE

This dissertation submitted in fulfilment of the requirements for a degree of master from the Universiti Utara Malaysia (UUM), I agree to allow the UUM's Library to make it freely available for inspection. I further agree that permission for copying this project paper in manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of School of Business Management where I did my dissertation. It is understood that any copying or publication or use of this project or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:



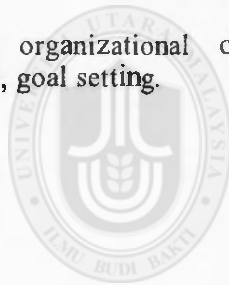
Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

UUM
Universiti Utara Malaysia

ABSTRACT

Previous study revealed that organizational commitment plays the crucial role for individual and organizational outcomes. Career planning can be seen as a lifelong individual process that can develop personal career objective and act in a respective ways. The term of career it shows individual jobs done for one's working life. The aim of this research is to examine the relationship between the organizational commitments and career planning. Using the self-administer questionnaire, this study involved 201 respondents from professional and management group from IT personnel Mesiniaga Berhad, Subang Jaya Selangor. Statistical Package for Social Science (SPSS) version 21.0 has been used to analyse the data in this study. Correlation analysis results shown there are strong relationship between career planning and organizational commitment, while the r value for regression analysis was 0.23. That's mean in this study 23 percent of organizational commitment was explained by career planning. Thus, to achieve the mission and vision of the organization, the organization must have strategies to increase the loyalty, willingness and involvement among employee.

Keywords: organizational commitment, career planning, awareness and self-environment, goal setting.



UUM
Universiti Utara Malaysia

ABSTRAK

Kajian lepas menunjukkan komitmen dalam organisasi memainkan peranan yang penting terhadap seseorang individu dan organisasi. Tujuan penyelidikan ini adalah untuk mengkaji hubungan antara komitmen organisasi dan perancangan kerjaya. Dengan menggunakan soal selidik sendiri, kajian ini telah melibatkan seramai 201 responden dari kumpulan profesional dan kumpulan pengurusan teknologi maklumat (IT) di kalangan kakitangan Mesiniaga Berhad, Subang Jaya Selangor. Kajian ini telah menggunakan Statistical Package for Social Science (SPSS) versi 21.0. Analisis korelasi menunjukkan terdapat hubungan yang kuat antara perancangan kerjaya dengan komitmen organisasi, manakala nilai r untuk analisis regresi adalah 0.23. Ini bermaksud, sebanyak 23 peratus komitmen organisasi dijelaskan oleh perancangan kerjaya. Oleh itu, bagi mencapai misi dan visi organisasi, organisasi mesti mempunyai strategi untuk meningkatkan kesetiaan, kesediaan dan penglibatan di kalangan pekerja.

Kata kunci: komitmen organisasi, rancangan kerjaya, kesedaran diri dan alam sekitar, penetapan matlamat



UUM
Universiti Utara Malaysia

ACKNOWLEDGEMENT

Thank you Allah for giving me the strength and ability to complete this study.

First of all I would like to extend my gratitude to my supervisor, Assoc Prof Dr. Fadzli Shah Bin Abd Aziz who has been very supportive and encourage in guiding me to complete this research paper. I definitely could not forget his advice and support throughout the completion of this research.

I am also grateful for the encouragement and love that I received from my family especially my father Abd Rahim Bin Haji Talib and my mother Hendon binti Haji Kiman who are my courage and strength to achieve higher qualifications.

Not to forget, all my dearest lecturers throughout my master studies Assoc. Prof. Dr. Kamal bin Abd. Hamid, Dr. Jasmani Mohd Yusuf, Assoc. Prof. Dr. Abdul Halim Bin Abdul Majid Dr Wan Shakizah, Madam Norizan Binti Haji Azizan, and others.

The journey of completing this project paper comes with the support from my dearest course mates, the entire staff and acquaintances that had directly or indirectly gotten involved in making this in reality and special thanks and deepest gratitude to all for your assistance, guidance, and support in accomplishing this educational endeavour.

Finally, I would like to present my humble appreciation and gratefulness to all the people who made my journey possible.

TABLE OF CONTENTS

TITLE PAGE.....	i
CERTIFICATION OF THESIS WORK.....	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK.....	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES.....	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER I	14
INTRODUCTION	14
1.1 Background of the Study	14
1.1.1 Background of company	15
1.2 Problem Statement	16
1.3 Research Questions	18
1.4 Research Objectives	19
1.5 Scope of the Study	19
1.6 Limitations of the Study	19
1.7 Definition of terms, terminologies and concepts	20
1.7.1 Organizational commitment	20
1.7.3 Awareness of Self and Environment	21
1.7.4 Goal setting	22
1.8 Organization of the thesis	23
1.9 Conclusion	23
CHAPTER 2.....	25
LITERATURE REVIEW.....	25
2.1 Introduction.....	25
2.2 Dependent Variable.....	25
2.2.1 Organizational Commitment	26
2.3 Independent Variables	27
2.3.1 Career Planning	27

2.4 The Relationship between Variables	32
2.4.1 Relationship between Awareness of Self and Environment and Organizational Commitment.....	32
2.4.2 Relationship between Goal Setting and Organizational Commitment.....	33
2.5 Summary.....	34
CHAPTER 3.....	35
METHODOLOGY	35
3.1 Introduction.....	35
3.2 Research Framework.....	35
3.2.1 Dependent Variable	36
3.2.2 Independent Variables	36
3.3 Research Hypotheses	38
3.4 Research Design.....	39
3.5 Operational Definition.....	40
3.5.1 Organizational Commitment.....	41
3.5.2 Career Planning	41
3.5.3 Awareness of Self and Environment	42
3.5.4 Goal Setting.....	43
3.6 Instrument Development	44
3.6.1 Instrument	44
3.6.2 Scale of Measurement.....	45
3.7 Data Collection.....	45
3.7.1 Population of the Study.....	46
3.7.2 Sampling	48
3.7.3 Data Collection Procedures	48
3.7.4 Pilot Test	49
3.8 Techniques of Data Analysis	50
3.8.1 Data Coding	51
3.8.2 Cleaning of Data.....	51
3.8.3 Reliability Analysis	52

3.8.4	Inferential Analysis	52
3.9	Summary	54
CHAPTER 4	55
RESULTS AND DISCUSSION	55
4.1	Introduction	55
4.2	Cleaning of data	55
4.3	Demographic Analysis	56
4.3.1	Respond rate	56
4.3.2	Frequencies Analysis	57
4.4	Reliability Analysis (Cronbach's Alpha)	61
4.5	Descriptive Analysis	62
4.5.2	Mean and standard deviation	73
4.6	Inferential Analysis	74
4.6.1	Hypothesis Testing	74
4.6.2	Correlation Analysis	75
4.6.3	Regression Analysis	77
4.7	Summary	79
CHAPTER 5	80
CONCLUSIONS AND RECOMMENDATIONS	80
5.1	Introduction	80
5.2	Overview of the Research	80
5.3	Discuss on Research Objectives	81
5.4	Limitation to This Study	83
5.4.1	Time and money	84
5.4.2	Small Population and limited access	84
5.5	Recommendation	85
5.5.1	Training and Development	85
5.6	Conclusion	86
REFERENCES	87
APPENDIX A	96
SURVEY QUESTIONNAIRE, ENGLISH VERSION	96

LIST OF TABLES

	Page
Table 1.1 Total Turnover and Total Returning	18
Table 3.1 Research hypothesis	38
Table 3.2 Instrument and item used in the questionnaire	43
Table 3.3 Likert scale (1 - 5)	44
Table 3.4 Number of employee in the IT Department	46
Table 3.5 Reliability of Pilot Study	49
Table 3.6 Significant Relationship Strength	52
Table 4.1 Frequency of questionnaire distributed	55
Table 4.2 Respondent's Demographic Frequencies Analysis	56 - 57
Table 4.3 Reliability Statistics Item - Total Statistics	60
Table 4.4 Mean of Main Variables (n=201)	72
Table 4.5 Hypothesis testing	74
Table 4.6 Correlation Coefficient Values of Organization Commitment and Career Planning	75

Table 4.7	Result for Regression Analysis for self-awareness and environment	76
Table 4.8	Result for Regression Analysis for goal setting	77
Table 4.9	Hypothesis result	77

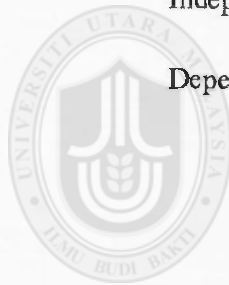


LIST OF FIGURES

	Page
Figure 3.1 Research Framework	34
Figure 4.1 Gender	62
Figure 4.2 Ethnicity	63
Figure 4.3 Marital Statns	64
Figure 4.4 Age	65
Figure 4.5 Edncation	66
Figure 4.6 Job Category	67
Figure 4.7 Employee Statns	68
Figure 4.8 Working Experience	69
Figure 4.9 Nnmber of years in the present company	70
Figure 4.10 Number of years in the present position	71

LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
HRM	Human Resource Management
IT	Information Technology
NEP	New Economic Policy
NIOSH	National Institute of Occupational Safety and Health
CISCO	Cisco Systems, Inc., San Jose, CA, www.cisco.com
IV	Independent Variable
DV	Dependent Variable



UUM
Universiti Utara Malaysia

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In the modern world, organizational commitment and career planning remains to be an important topic for most organization and the impact on important work-related outcomes. In generally, most challenges faced by organization are the different meanings to related work and careers for each individual. According to Schreuder and Coetzee (2006), in one organization, the individuals are prefer engaging them self to kind of others related work that may including in a sense of belonging, a part of a structure, and developing status, interests and competencies.

Besides that, according to Baruch (2004), in one organization, career planning were categorise as the important part of a person that contributes to the improvement of employee identity such as personal development and growth. On the other hand, career planning was constituted to a person's new challenges where human resource management (HRM) the strong team to help them.

However, according to De Vos, Dewettnick and Buyens (2007), there is amount of research were attention to work related outcomes in organisational commitment. However, in the modern world nowadays, there are a lot of new challenges facing by

employees and organization while doing their careers planning. Technological and rapid economic changes were categorising the main subject of failure and challenges in one organization where there is difficulties to retain and motivating employee to use career planning systems.

As a result, most organization was educated and improve awareness regarding important of career planning towards the organizational commitment. But yet the way the employee respond the organizational initiatives towards work related still not well known. This is because, the organization need to understand their employee needs before they can resume their career planning.

1.1.1 Background of company

This study had been conducted to one of Information Technology (IT) Company in Subang Jaya, Selangor. Mesiniaga Berhad was established on 17 December 1981 at a time when the country's IT industry was still in its infancy. The establishment was in response to Malaysia's New Economic Policy (NEP) to increase Bumiputera participation in the information technology industry. Mesiniaga Berhad strategic plan was developed to cultivate local entrepreneurial talent. The plan involved utilising a pool of ready talents in IBM and incorporating a company that would serve as IBM's sole dealer and agent in Malaysia.

Within the last 30 years, the technology landscape has changed rapidly and new trends have emerged resulting the way companies do their business. Across the board, companies these days are constantly on the lookout for solutions that will give them an edge over their competition. As such, we are constantly striving for ways to provide our customers with an experience that will allow them to achieve their business objectives. As at January 2018, total employees working is more than 1200 employees under 28 nationwide service locations including Sabah and Sarawak.

1.2 Problem Statement

Extensive research had been demonstrated the relationship between organizational commitment and other organizational variable such as absenteeism (Angel and Perry 1981), leadership style (Housel and Warren 1977), communication openness (Larson and Fukami 1984), job performance (Morris and Sherman 1981) and turnover (Steers 1977). In dynamic organization, employees are one of the key person for organizational succeed in the future (Thilmont, 2005). Organizational commitments outcomes developed and shaped employee's attitude and behaviour (Mowday, 1979), and organizational commitment also demonstrated the employees a better position to anticipate the impact that change will have and to manage it more effectively (Meyer and Allen, 1997).

Career planning is one of the most important elements for employee's career development. It refers to individual long term planner to achieve future goals. According to Robbins (2005), a career is a pattern of work-related experiences that encompass the course of a person's life. Robbins (2005) also argues that career planning has made a transition from a traditional to a boundary less approach. In the traditional approach, organizations took responsibility for managing their employees' careers. Career planning was found influenced by organizational commitment. Individual attitude and behaviour during performing the job had strong relationship with organizational commitment dimensions, which are individual willingness, loyalty and involvement towards organizational goals (Mowday, 1979).

According to Allen and Mayer (1979), individual performance and career development are influenced by affirmative, continuance and normative commitment towards organizational goals. In other words, career planning are directly and indirectly influenced employee career development in the long term period. It's providing the indicator of employee loyalty, employee commitment, and employee involvement and mutual understanding of between employees and employer. Thus, the study on career planning and organizational commitment as main variable are provided alternative approach for career development. Similarly on turnover problem in organization.

For this study, formal interview had been conducted with Mesiniaga Berhad Human Resource department and based on the data information given from her, there are

problem issue related turnover among employees from last three years from year 2015 to 2017.

Table 1.1
Total Turn Over and Total Returning

Year	2015	2016	2017
Total Turn Over	122	158	168
Total Returning	8	12	9

According to Mesiniaga annual employee report above, it were recorded an overall associate turnover are 122 in 2015, 158 in 2016, and 168 in 2017. However, there is small numbers of returning to this organization is 8 in 2015, 12 in 2016 and 9 in 2017. Thus these studies are to focus problem related organizational commitment among employees in Mesiniaga Berhad. Outcome of this study will provide the solutions to increase organizational commitment among employees.

1.3 Research Questions

Based on the problem statements that had been discussed above, the research questions this study seeks to answer are:

- a) What is the level of career planning among the respondents?
- b) What is the level of organizational commitment among the respondents?
- c) Is there any significant relationship between career planning and organizational commitment?

1.4 Research Objectives

Following are the objectives of this research:

- a) To access the level of career planning among the respondents
- b) To access the level of organization commitment among the respondent.
- c) To determine the relationship between career planning and organizational commitment.

1.5 Scope of the Study

This research initiative to fill the gaps in research literature as well as to provide insights into understanding how significant organizational commitment and career planning. Looking at the global scenario where most parts of the world are facing shortages of manpower, a study focused on the Malaysian manufacturing workers is needed to help produce a better and closer picture of what is really happening in the Information Technology (IT) industry in Malaysia. Therefore, this study focuses on employees in the IT sector who are working in IT department in Mesiniaga Berhad.

1.6 Limitations of the Study

Not all associates of Mesiniaga Berhad were selected as respondents for this study. This is because Mesiniaga Berhad had three main branches and their employees are working from based location around Malaysia including Sabah and Sarawak. Therefore, this study was submitted thru e-mail and personal phone number and most of the respondents are from Mesiniaga Headquarters. Owing to these limitations, the findings of this study may not be generalised. They are only applicable to the case of Mesiniaga Berhad and related organizations in the same IT industry.

1.7 Definition of terms, terminologies and concepts

There are few terms which had been used in this study.

1.7.1 Organizational commitment

Organizational commitment was viewed as an organizational employee's psychological attachment to the organization. For instance organizational commitment plays a very large role in determining whether the employee will stay with the organization and work towards organizational goals. Therefore, affective, continuance and normative is the three main components under organizational commitment. According to Allen and Meyer (1990), turn-over intention is one of the main factors in one organization that binds employees physiological.

1.7.2 Career planning

Career planning is the process of selecting and implementing career planning where the main focus of career planning is to assisting the employee's achievement to better results between personal goals and the opportunities that available in the organization. According to Antariksa (2007) career planning is a continuous process of developing human resources for achieving optimum results, therefore, human resource department should help their employees in career planning so that both can satisfy each other's needs. Karen Pagsoligan, (2012) has defined Career Planning as the deliberate process of knowing who you are so that you can be sure of where you want to go or what you want to be at different point in the future.

1.7.3 Awareness of Self and Environment

Awareness has been defined as a relatively complete and accurate perception of individuals' qualities and the characteristics of their environments. It can be of two types: self-awareness and environment awareness. Self-awareness has been identified as a key component of authentic leadership (Ilies, Morgeson and

Nahrgang, 2005; Gardner et al., 2005) Self-awareness refers to the realistic and accurate perception of one's interests, values, skills, limitations, and lifestyle preferences while environment awareness has been characterized as the accurate and realistic perception of opportunities, constraints, and challenges relevant to the individual's work and office environment. The two types of awareness are important for successful career development and career decision making.

1.7.4 Goal setting

Goal setting is an important activity for ensuring the appropriate performance in one organization. In the organization, the top management is responsible for driving the goal setting process while the entire organization is responsible for carrying it out diligently. Goal setting ensures clarity of vision, alignment to the organization goals, and clarity of purpose and higher probability of achieving the goals. According to Locke and Latham (2006) goal setting theories became major fields of study within the segment of organizational behaviour because goals and objectives are the key elements that creates a positive organizational climate, improves job motivation, provides social and emotional support and enhance overall performance levels.

1.8 Organization of the thesis

The research paper is divided into five chapters. **Chapter One** highlights the background of the study, states the problem statement, and introduces the organization (Mesiniaga Berhad), states research objectives, research questions, and other main areas in the present research. **Chapter Two** expounds on the research literature that pertains to the subject matter of this study. This chapter shares how existing research views each variable of this study, and how this fits in with the overall theory of the study. **Chapter Three** elaborates the methodology applied in this research. We explain the process of the development of the questionnaire for this study. In **Chapter Four**, data from all 201 questionnaires shall be analysed using SPSS (v21) for demographic analysis and SmartPLS. **Chapter Five** discusses the research results. The chapter begins with reviewing how well the objectives of study were achieved, providing clear understanding of organizational commitment and career planning. This chapter also summarises the contributions of the study, along with limitations and directions for future research.

1.9 Conclusion

This research is beneficial for Mesiniaga Berhad in other to improve their organizational commitment and career planning among employees. At the same time, the researcher was estimate that employees will give more commitment to their work if the management

willing to listen and give what they need. Therefore, this research had explained aims and objective of this study in order to help employee.



CHAPTER2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the concepts, findings of previous studies, and relevant theories pertaining to the study. It provides a detailed explanation of chosen variables that may related to the organizational commitment and career planning. For instance, Malaysia is a developing country, certainly would not like to lose more talented and experienced manpower during a period when most parts of the world are encountering a lack of labour. This includes such an issue of turnover. A lot of turnover issues that may relate to organization commitment. According to Pillay (2007) and Padarath et al. (2003) that the departure of a couple of specific people that are rare can prompt the breakdown of a specific administration inside a nation. Therefore, if Malaysia wishes to seek its place as an Information Technology (IT) hub in Asia, it cannot afford to lose any further of its gifted, experienced, and skilled work-power to different nations.

2.2 Dependent Variable

A dependent variable is what it measured and what it affected during the experiment. The dependent variable responds to the independent variables. It is called dependent because it “depends” on the independent variables.

2.2.1 Organizational Commitment

According to Becker's (1960), the relationship between the employee and the organization is founded on behaviours bounded by a "contract" of economic gains. Be loyal to the company, and the company will be loyal to you. In addition, Mowday, Porter and Steers (1982), says that obviously understates that the complexity involved in a person's attitude toward and behaviour within his or her employing organization. On the other hand, the term commitment means involvement that restricts freedom of action. According to Meyer and Allen's, the Three Dimensional Theory (1984, 1990, 1997) has been leading approach to organizational commitment for more than two decades and the leading study to organizational commitment which categorizes commitment into three; normative, continuance and affective.

Furthermore, Mowday (1979) defined organizational commitment primarily in terms of an attitudinal approach. From the others perspective, organizational commitment is "the relative strength of an individual's and involvement in a particular organization that is characterized by three factors: 1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to give considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization". Moreover, Weiner and Vardi (1980) viewed the concept more from a behavioural perspective and referred to

organizational commitment as one's persistence in making sacrifices for the good of the organization.

Finally, according to Hutchinson (1996), organizational commitment can be viewed in the context of social exchange theory with communication and perceived organizational support as key components in the commitment process. Whereas, Hutchinson (1996) argues that administrators in any organization must commit to their employees as a starting point for the positive contribution of employee perceptions to the support and commitment of administrators.

2.3 Independent Variables

While a dependent variable represents the output or effect or is tested to see if it is the effect, independent variables represent the inputs or causes, and are tested to see if they are the cause. Other variables may also be observed for various reasons.

2.3.1 Career Planning

In one organization, individual career planning is an important way of securing work life and help the employee to feel comfortable in their job and lead directly affect to the job satisfaction.

According to Farmer et al (1998), emphasized that it is necessary to distinguish between a job and a career before defining the term of career planning. In last two decades, a career used to mean to secure employment with one organization for their life with different positions. Hence, Farmer defined career as the idea of an occupation chosen as the means of one's progress through life. Likewise, a comprehensive definition of career is given by Baruch and Rosenstein (1996) as a process of development of the employees along a path of experience and jobs in the organization. In the same way, Aryee and Debrah (1992) highlighted that while career planning refers to an individual-level activity, career development is an organizational level activity.

Moreover, according to Gutteridge (1986), career planning refers to specific human resource activities to match individuals and job opportunities. Career planning is also defined as a proactive course in shaping an effective career that might be influenced by locus of control. As cited by Aryee and Debrah, Hall (1992) explained career planning as a deliberate process of becoming aware of self, opportunities, constraints, choice and consequences; identifying career-related goals and programming work, education and related developmental experiences to provide the direction, timing and sequence of steps to attain a specific career goal. Baruch asserted that career planning and management has significantly emerged in the literature, particularly in Human Resource Management (HRM) area. Career planning is also an HRM area that requires special efforts from both the organization and the individual.

2.3.1.1 Awareness of Self and Environment

Awareness has been defined as a relatively complete and accurate perception of individuals' qualities and the characteristics of their working environments. It can be of two types: self-awareness and environment awareness. Self-awareness refers to the realistic and accurate perception of one's value, interests, limitations, skills, and lifestyle preferences. However, environment awareness has been characterized as the realistic and accurate perception of constraints, opportunities, and challenges relevant to the individual's work and working environment. These two types of awareness are important for individual's successful career development and career decision making. According to Atwater and Yammarino (1992); Church (1997); Sosik and Megerian (1999) research showing that self-awareness is significantly associated with environment effectiveness. However, Baron and Byrne (1991) say that self-awareness is a special type of schema that consists of all the knowledge we possess about ourselves while Weisinger (1998) wrote that high self-awareness enables individuals to observe and monitor their behaviour. He believe that this is one method to employee gain their effective on-the-job performance because it enables individuals to immediate respond to any range of interpersonal interactions encountered in the workplace, such as angry clients, duplicitous co-workers, and

demanding bosses. While individuals with low self-awareness will lack the information about themselves necessary to make decisions regarding their response to other people and situations. Therefore, Farris (2002) expounded on the necessity of self-awareness to eliminate poor work habits and Hash (2002) postulated that developing self-awareness is the first step to becoming a leader. A gap in self-awareness has caused many leaders to make career and organizational mistakes (Dubrin, 2007). Suggested by Goleman, Boyatzis, and McKee (2002) maintained that although self-awareness is often disregarded in business settings, it is the foundation of the other emotional intelligence.

2.3.1.2 Goal Setting

According to Hale and Whitlam (1998), goals settings in one organization are constantly seeking ways of achieving them because target setting is seen as a means of helping all employees to pull in the same direction with a view to gaining competitive advantage. There is strong reason to conclude that goal setting works at the group and organizational (or unit) level as well as at the individual level (Locke and Latham, 1990). While, some of the important assumption of goal-setting theory as stressed by Altman, Valenzi and Hodgetts (1985) are:

- i. Setting clear and specific goals has greater impact on performance improvement.
- ii. Difficult but realizable goals can lead to higher level of success than simple goals.
- iii. Interactive role of goal-setting and career-related action can brighten the road to success.
- iv. Frequent feedback in the goal-setting process can lead to higher level of job performance.

The clear, specific and realizable career goals can help individuals with a clearer view of what they want to achieve in the upcoming years, and formulate a series of actions that meet their needs to help them to increase their chances of achievement of career goal setting.

Further, goal setting can give the employees a good sense of achievement (Miner, 1980) because from there, they can do comparison on how they are performing now and in the past, also in comparison with among colleagues, friends, subordinates and superiors in the organization. Besides that, goal-setting theory also treats the individual's satisfaction when he or she able to reach or even get close to the target goal (Miner, 1980). According to Miner (1980) and Locke and Latham (1990:2002), goal setting can lead individuals

to pleasing emotional satisfaction, but failure to attain the goals will lead to a dissatisfaction and disappointment, which could influence individual's career in future. This means individuals' career success by the achievement of goals. Individuals tend to experience low level of satisfaction due to the failure to achieve their career goals where negative feeling in any situation can affect individuals. But with the positive motivation level plugging along with the desire to achieve success will help them to improve their goal in the organization.

2.4 The Relationship between Variables

This section will review the literature regarding the relationship between HRM Practices, career planning, individual's personality traits and career success. In the following literature review, the attributes related to career success who are considered in contexts of individual's perspective, and the formation of hypothesizes also indicated.

2.4.1 Relationship between Awareness of Self and Environment and Organizational Commitment

Low levels of self-awareness can also obstruct relationship building outside of the workplace. According to Zak, Gold, Ryckman, and Lenney (1998) found a correlation between an individual's self-awareness and his or her

degree of trust in intimate relationships. However according to Le Tourneau (2000), mentioned that individuals are constantly challenged to redefine themselves based on societal and environmental. While levels of self-awareness different by individual, those with higher levels of self-identify rely less on the feedback of others than do, and those who are striving to define themselves. Self-awareness is an essential element of emotional literacy where it is the foundation for many competencies that lead effective relationships towards organizational commitment. Although Mayer (2004) mentioned that too much self-awareness could be a problem, the likelihood is that most people suffer from having too little understanding of their emotions. Hence, they run the risk of being dishonest with them self, can lead to a host of intra-personal and interpersonal problems in every area of life.

2.4.2 Relationship between Goal Setting and Organizational Commitment

In this connection, organisations have also come to realise that to be relevant in the current competitive and globalised business environment, there is need to constantly re-assess its competitive imperatives to remain effective and competitive. The management must fully aware that enhancing its employees' effectiveness through a performance management system can lead their efforts to sustain and improve employees' organisational

effectiveness. This awareness is supported by the research findings from Rheem (1996) and Glendenning (2002) they stating that there are evidence to suggest that companies which utilise performance management systems can strategically perform more effectively.

According to Humphreys (2003) to remain competitive today, firms need more valuable expertise and the enthusiastic commitment of employees at all level in organization. If handled properly, effective goal setting will enable the organisation to benefit from both parties. The above arguments concerning the relationships between goal setting and organizational commitment as key variables are further explored in this study.

2.5 Summary

This chapter gives details about the literature of topic selected in order to complete the research. With the literatures, researcher can get the basic understanding of this topic and also the bases of the next chapter. These include the definition of organizational commitment and the relationship between career planning, self-awareness and environment and goal setting. All of this literature is crucial in order to help researcher to understand the study.

CHAPTER3

METHODOLOGY

3.1 Introduction

The process used to collect information and data for the purpose of making business decisions will form the methodology of this study. It includes elaborating research framework, research hypothesis, research design, population, sampling, data collection and information and analysis techniques for the data obtained.

3.2 Research Framework

The design of the study is a planning plan for collecting and analyzing data used by researcher as a guide on these studies from beginning to end. Researchers will use quantitative methods where all information and data are obtained from primary and secondary sources. Questionnaire used, using Likert scale to explore the relationship in the study.

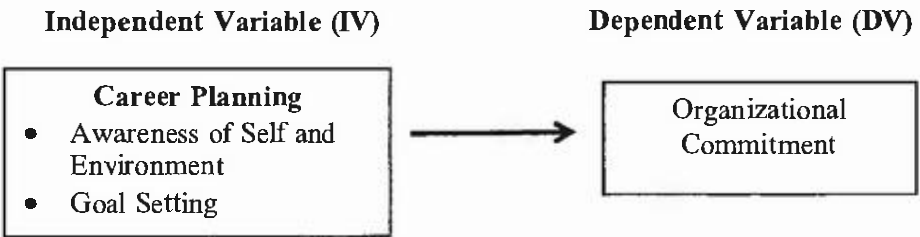


Figure 3.1

Research Framework

3.2.1 Dependent Variable

The dependent variable for this study is organizational commitment, which is also the primary variable of interest. It can be explained by independent variables, which are awareness of self and environment and goal setting. The researcher's goal is to understand and describe the dependent variable or to explain its variability, and to predict it (Uma Sekaran, 2010).

3.2.1.1 Organizational Commitment

Organisational commitment is the individual's psychological attachment to an organisation. According to Meyer and Allen (1997), all dimensions of commitment concern a relationship between an individual and an organization and an individual's desire to remain in it or to abandon it, however, the strength of each dimension is conditioned by different factors.

3.2.2 Independent Variables

The measure of career planning was measured with 5 items scale, which was developed by (Orpen, 1994), and (Gould, 1979). Participants used a five point likert scale to respond to each item of scale [1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree)]. There are two independent variables in

the present study.

3.2.2.1 Awareness of Self and Environment

Self-awareness and environment is an introspective process to understand and know about employee's thoughts, feelings, convictions, and values that is on-going. It is a kind of capacity to accurately recognize emotional reactions among them as they happen and to understand responses to different employee and situations. According to Duval and Wicklund (1972) self-awareness refers to the capacity of becoming the object of one's own attention. Therefore, it is believed to be a vital competency of helping professionals among employees.

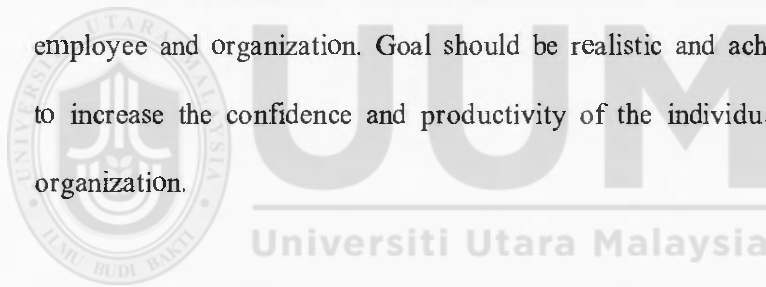
Research conducted by Orpen (1994) asserts that career management is positively related to career success; specifically, career management, individual career management, and joint responsibility (management and individual responsibility) are found to facilitate career success.

3.2.2.2 Goal Setting

According to Reed (2012) suggested that goals are related with performance enhancement because they organize effort, directs attention and encourages determination and plan development. In determining the relationship between goals and performance levels two main concepts are

important namely the concept of Goal difficulty and the concept of Goal specificity. Goal setting is the process of laying down certain objectives, guidelines and ways which can help the employees to understand the business goals and how they have to approach the work.

Murphy (2013) suggested that ambitious goals can contribute to the motivational increase of the individuals and thus enhance the overall performance levels. Goal settings have to be specific, measurable, achievable, and realistic and time bound. Goal setting feature is the major component of personal development literature and necessary for each employee and organization. Goal should be realistic and achievable so as to increase the confidence and productivity of the individual and of the organization.



3.3 Research Hypotheses

Research hypotheses have the value of being an unproven and yet testable assertions about the way things are or how things work (Johnson, 1988). In other words it is a proposition put forward as a basis for reasoning or argument without any assumption of the truth. There are two kinds of hypotheses being used in the field of research namely the null hypothesis (H_0) and alternative hypothesis (H_1). The null hypothesis presumed conditions that will be accepted unless there is strong evidence against it (Carlson, 1997).

In a much simpler term it maintains the status quo of the situation. The alternative hypothesis is accepted when the null hypothesis is rejected. For this study the alternative hypothesis are being utilized. Hypotheses are an unproven proposal about the aspect or occurrence that attracts the researcher (Sekaran, 1992). A hypothesis is a theoretical model of how to understand the connections among the few components that have been distinguished as imperative to the issue (Uma Sekaran, 2010). Hypotheses talk about interrelationships among the variables that are regarded to be vital to the questions under study. Therefore, the research hypothesis for this study as below table:

Table 3.1
Research hypothesis

Hypothesis	Hypothesis Develop
H ₁	There is a positive relationship between career planning with organizational commitment among employees in Mesiniaga Berhad
H ₂	There is a positive relationship between self-awareness and environment with organizational commitment among employees in Mesiniaga Berhad
H ₃	There is a positive relationship between self-awareness and goal setting with organizational commitment among employees in Mesiniaga Berhad

3.4 Research Design

Research design defined as a method for the collection, measurement, and analysis of data based on the research questions of the study (Sekaran, 2013). Research design created based on the proposal from the compilation, capacity and investigation of data

according to the research project. Research design are included with the type of study, source of data, unit of analysis, population frame, sample size and sampling design.

Additionally, cross sectional survey has been used in detail. Cross sectional survey defines as a study that undertaken the data collected in order to answer the research questions (Sekaran, 2013). Moreover, Younf and Hagerty (2007) briefed that data from analysis is more objective and scientific that can be replicated and compared. The advantages of using quantitative analysis are that it allows reporting in summary results in numerical with a specific degree of confident.

3.5 Operational Definition

Definition is an important aspect at all of the things that we do. From definitions we can understand the exact purpose of doing something. Definitions can be categorized into two dimensions-conceptual and operational. Conceptual definition defines the meaning of the particular words according to the dictionary. Meanwhile, according to Runyon, Haber, Pittanger and Coleman (1996), operational definitions is a definition that researcher used to describe the process by which an object, event or a construct is measured. It means that the researcher will define the words according to the context of the research. Below are the conceptual and the operational definition of the words and phrase used in this study.

3.5.1 Organizational Commitment

Conceptual definition:

According to Mowday, Porter, and Steers (1982) defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization.

Operational definition:

For the purpose of this study, the researcher is to identifying the employee's perception towards organizational commitment with reference to career planning. In this study organizational commitment was assessed using 18 items developed by Myer and Allen (1997).

3.5.2 Career Planning

Conceptual definition:

According to Antariksa, Y. (2007) career planning has been defined in different terms where it is the process of setting individual career objectives and creatively developing activities that will be achieved by them and employee's counterpart to the organization's overall human resource planning activity.

Operational definition:

For the purpose of this study career planning has two dimensions that was adopted from Gould's (1979) instrument which consist about goal setting

and another element is awareness of self and environment which have been adapted and developed by Puah and Ananthram (2006).

3.5.3 Awareness of Self and Environment

Conceptual definition:

Self-awareness refers to the capacity of becoming the object of one's own attention (Duval & Wicklund, 1972). Both self-awareness and environment awareness are closely interlinked and share a variety of common definition that trigger the process of self-exploration and environment exploration. For example, self-assessments and environment assessments are triggered when individuals experience greater ambiguity about environmental demands, such as those brought on by organizational or job changes or by other evolutionary life changes.

Operational definition:

For the purpose of this study career planning has two dimensions that was adopted from Gould's (1979) instrument which consist about goal setting and another element is awareness of self and environment which have been adapted and developed by Puah and Ananthram (2006).

3.5.4 Goal Setting

Conceptual definition:

Goal setting is the most important thing that needs to understand in one organization. This is because employees who clearly understand their individual goal setting and how they relate to organization need naturally become more engaged with their work. Once employees see how they can make a direct contribution to the company's success, they begin to focus on finding ways to work smarter and more efficiently. This will help to increase employee productivity naturally and lead to operating margins and profitability for your company.

Operational definition:

For the purpose of this study, the researcher is to identifying the employee's perception regards goal setting towards organizational commitment. Goal setting would have a positive impact on employee effectiveness, where the employee need to understand their organization goals and must believe they can achieve it.

3.6 Instrument Development

This study applied quantitative method for data collection which the questionnaire had distributed to the respondent. There are two variables involved in this study which is independent variable (self-awareness and environment) and dependent variables (organizational commitment).

3.6.1 Instrument

The questionnaire is consists of three (3) sections namely demographic profile, organizational commitment and career planning. The summary of the questionnaire are illustrated in Table 3.2 below.

Table 3.2
Instrument and item used in the questionnaire

Variable	Number of Items	Sources
Section A Background of Respondent	5	General
Section B Organizational Commitment	18	Myer and Allen's (1999)
Section C Career Planning	10	Gould (1979); Puah and Ananthram (2006)

The questionnaire fielded a total of 38 items that make up three sections labelled as Section A, B, and C. The questions came in forms of Likert scale. These questions are formulated by integrating textbooks questions, past researches and self-constructed questions based on literatures.

3.6.2 Scale of Measurement

The measurement that has been adapted in this research is nominal scale that refers to demographic questions in section A and interval scale that refers to Likert scale (1 - 5) in section B and C. The definition of the questionnaire is pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The advantages of using questionnaire are less cost and time consuming compared to other methods.

Table 3.3
Likert scale (1 - 5)

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

3.7 Data Collection

The element of population, sample size, and unit of analysis refers to the meaning of sampling techniques. Sample design and sample size have been important elements in

conducting a study (Uma Sekaran, 2003). To simplify the interest of the population, a proper sampling design and size required to help the researcher to make a conclusion.

3.7.1 Population of the Study

Population can be defined as an entire group of people, events, or things of interest that a researcher wishes to investigate (Sekaran and Bougie, 2010). In this study, the population was taken from employees working under IT Department in Mesiniaga Berhad located at Subang Jaya, Selangor. Its involve employee ranging from manager to non-executive positions. The total number of employee for all department as at January 2018 was 1160, however, researcher was choose those employees working under IT Department with current total as at January 2018 is 420 employees.

Choosing the size of sample in this study was done in a process which consists of three steps, going to the Mesiniaga Berhad Cafeteria was the first step during breakfast time from Monday to Friday and the time was from 9:00 am until 10:00 am. Using a simple random sampling which is by giving a questionnaire to selected employees in that Cafeteria. The second step, walked in to employees working under Helpdesk Department, where the researcher need to see one-by-one and persuade them to response the questionnaire that send to their email earlier. The third step is, researcher send the questionnaire link to each employees

phone number who are working outside Subang Jaya area.

Population refers to a total number of people from various group of ethnicity. A specific group of individuals is used by the researcher in the related subject (Sekaran, 1992). Hence, the target population for this research will be the employees that are working in IT Department Mesiniaga Services Sdn. Bhd. The total number of 201 employees was taken from Mesiniaga Human Resource Department where this number consist of employees who working in Mesiniaga Subang Jaya (Headquarters) and other office branches, Mesiniaga Mutiara (Pulau Pinang) and Mesiniaga Johor.

The total numbers of employee that are working in the organization are 420 employee and the targeted by the researcher are 201 employees. Table 3.4 below show the detail of employee according to their level of position:

Table 3.4
Number of employee in the IT Department

Position	Total Employees
Manager	32
Assistant Manager	10
Executive	119
Non- Executive	40
Total (N)	201

3.7.2 Sampling

Simple random sampling methods were used in this study. It randomly selects all the respondents throughout the samples. This type of sampling was chosen because it guaranteed an equal chance to be included in the sample for each element in the population (Zikmund, 2003). The questionnaires were sent out personally to the respondents to get faster response by using Google Form method.

3.7.3 Data Collection Procedures

For this study, researcher is using Google Form online method where the questionnaire was distributed among the targeted group by two ways. Firstly, the researcher distributed the questionnaire by face-to-face approached. Face-to-face approached is for Helpdesk department, where the employees are limited to access their mobile phone during working hours. Second approached, the researcher forwarded the Google Form URL Link and sends to target group contact number. The data collection mostly takes two months from January and February to complete.

3.7.4 Pilot Test

According to Saunders, Thornhill and Lewis (2009), pilot test is useful method to the researcher before collecting actual data. Yin (1994) argued that, pilot test is more to a pre-test in order to help researcher in developing important lines by carried out through small sample of the same subjects. If there any situation where the researcher does not get any chance to do a pilot test, they allowed doing with their friends or colleagues. The main objective for this pilot test is to help researcher to understand and make any changes if necessary.

Next, the researcher would have ample time to conduct a test on the sample and validate see the reliability, validity, and viability of the research instrument. Another reason for pilot test is the researcher was needed to decide the actual instrument to be used. According to Sekaran and Bougie (2000) a pilot study is the activity where the researcher needs to rectify any discrepancies in the instrument before the actual data collection. The researcher had a discussion with the respondents concerning any confusion in the questionnaire and to pinpoint any ambiguities in the wording and translation.

The main study was then piloted in January 2018 where the questionnaire was distributed to 50 employees in Mesiniaga Berhad, 35 questionnaires were received. The 35 questionnaires were revised and modified by the researcher to

rectify any inconsistencies that may have been highlighted following the respondents' completion of the questionnaire. The data were then analysed through SPSS 21.0 for reliability.

Table 3.5
Reliability of Pilot Study

Variables and Dimensions	Number of items	Cronbach's Alpha (0.)
Organizational Commitment	18	0.905
Awareness of Self and Environment	4	0.762
Goal setting	6	0.720

Table 3.5 above shows the results for reliability investigation utilizing Cronbach's alpha value as a key determinant to accept the reliability to the variable.

3.8 Techniques of Data Analysis

To analyse the data, few steps have been taken. The feedback forms from the respondent were arranged according to the serial number. The feedback form has been checked to make sure the form has been answered and completed based on the data gathered. The purpose of checking is to ensure the collected data is accurate, trustworthy in information given, complete and arranged accordingly to shorten the coding and tabulation.

In this study, Statistical Package for Social Science (SPSS) program will be used to process the responses from survey questionnaires. Frequency analysis is used to generate

the data from the demographic profiles. The frequency analysis produce an easy solution in generating and analysing number of respondents based on gender, age, length of employment in the company, marital status and position in the organization. Additionally, it explains that regression analysis is used to investigate the hypothesis and to verify the link between independent variables and dependent variables.

3.8.1 Data Coding

Data coding is the process of driving codes from the observed data. In qualitative research the data is either obtained from observations, interviews or from questionnaires. The purpose of data coding is to bring out the essence and meaning of the data that respondents have provided.

3.8.2 Cleaning of Data

This research is requiring the data cleaning process where significantly affect the final statistical results. The entire process is guided by the preliminary plan of data analysis, which was formulated in the research design phase. Cleaning the data requires consistency checks and treatment of missing responses, generally done through SPSS. Consistency checks serve to identify the data, which are out of range, logically inconsistent or have extreme values. The missing responses are treated carefully to minimise their adverse effects by assigning a suitable value (neutral or imputed) or discarding them methodically (case wise or pair wise

deletion). Missing responses pose problems if their proportion to the total is significant (more than 10 percent).

3.8.3 Reliability Analysis

The most prominent test for inter-item consistency reliability is Cronbach's alpha coefficient. The Cronbach's Alpha is utilized to quantify the reliability of the instruments in the study and the most well-known type of interior consistency reliability coefficient is between two scores going from 0 to 1.00. Sekaran and Bougie (2010) clarified that commonly reliability coefficient that considered average in the range of 0.60, and the 0.70 and above is considered as high reliability standards. It was found that the questionnaire items in this research are in the range of 0.6 to 0.8 which considered acceptable as the minimum benchmark of the minimum Cronbach's Alpha value is 0.50 indicated by Sekaran (2003).

3.8.4 Inferential Analysis

3.8.4.1 Pearson Correlation

It is a technique to describe the strength and direction of linear relationship between independent variables and dependent variable. A correlation measures three things: the direction of the relationship i.e. whether there is a positive or negative relationship, the form of the relationship (linear or curvilinear) and the degree of the relationship.

Range is from +1(a perfect positive relationship, as one variable increase and the other is increase too); to -1 (a perfect negative relationship: as one increases the other decreases). This is sometime called an inverse relationship. In the other words, the correlation coefficient is to measure a linear correlation between two variables. The result shall be in index number and should fall in between the range of -1.0 and +1.0, Sekaran (2000). If the index number show +1.0 is means a positive correlation, 0 is no correlation and -1.0 is negative correlation between the two variables. According to Cohen (1988) the strength value of the significant relationship is as follows:-

Table 3.6
Significant Relationship Strength

Value	Relationship Strength
0.1 to 0.29 or -0.1 to -0.29	Weak
0.30 to 0.49 or -0.30 to -0.49	Moderate
0.50 to 1.0 or -0.50 to -1.0	Strong

3.8.4.2 Multiple Linear Regression Analysis

It is a measurement for the influence of independent variables on dependent variable. Gujarati (2005) defines the study of regression analysis as a research on the relationship of variables with other variables. The multiple linear regression analysis is a method that generally used by many researchers in determining the influence and cause and effect of independent variables and dependent variable.

The process will involve using several tests to determine the significant relationship of independent variables on dependent variable. The tests used are the statistics F test and if the test result is not significant then the model should be dismissed. Then follow up by examining the individual statistical test for each parameter estimate and the model R². The level of significance in the study has been set to 0.05. From this analysis, the Pearson correlation: R is tested to describe the influence strength of the variables and beta value will express the significant relationship between the independent variables and dependent variable.

3.9 Summary

This chapter were describing research framework, sample of the study, selection of the respondents, questionnaire development, research materials and survey procedure. The correlation analysis and descriptive statistics we briefly explained. Researcher will explain further on Chapter 4.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this study is to determine the relationship between career planning with organizational commitment among the employee in Mesiniaga Berhad located at Subang Jaya, Selangor. Statistical Package of the Social Science (SPSS) was used to examine all the data. This data examined with descriptive analysis, reliability analysis, regression analysis and correlation analysis. Moreover, frequency analysis has been used to analyses the respondents' demographic characteristics such as gender, age, and marital status. In this chapter, it deliberates the statistical methods used in analyzing the sample data and interprets the findings correlated to the study's hypothesis.

4.2 Cleaning of data

According to Allison (2002) that the data screening is to make sure the given set has been return to the researcher, an authentication process is followed that checks for the suitability of numerical codes for each of the values that has been placed in each variable under the study. Data screening is defined as the process of exploratory error data and correcting them based on previous studies in data analysis (Allison, 2002). The showing may involve checking the unprocessed data. The purpose of data screening is to identify

the outliers and handle the missing data. In this study, there is no missing and input errors have been found.

4.3 Demographic Analysis

Demography is the statistical study of the sampling size and background. This section will show descriptive analysis of demographic features like gender, ethnicity, marital status, age, highest education level, job category, employment status, working experience, number of years in the present company, and number of years in the present position. This statistic involves 201 respondents from Mesiniaga Berhad.

4.3.1 Respond rate

The data of survey has been collected through the employee email, thru personal contact number and randomly interview session with some employee. Total of 230 questionnaires has been emailed to employee and only 201 of respondent were responded. Table 4.1 below show the summary of the questionnaire distributed.

Table 4.1
Frequency of questionnaire distributed

Items	Total set of questionnaire
Number of questionnaire distributed	420
Number of questionnaire returned	201
Number of questionnaire used for the analysis	201

4.3.2 Frequencies Analysis

This chapter will discuss about how the researcher find the descriptive statistic by using frequency analysis. In statistics, frequency is the number of times an event occurs. In this research, frequency analysis is an important area of statistics that deals with the number of occurrences (frequency) and analyses measures of central tendency, dispersion, percentiles, etc.

Table 4.2
Respondent's Demographic Frequencies Analysis

Demographic Variables	Frequency	Percentage
Gender		
Male	104	51.7
Female	97	48.3
Ethnicity		
Malay	149	74.1
Chinese	29	14.4
Indian	21	10.4
Others	2	1.0
Marital Status		
Single	101	50.2
Married	96	47.7
Others (Widow)	4	1.9
Age		
18-25 years old	30	14.7
26-33 years old	96	47.1
34-41 years old	49	24.0
42-49 years old	16	7.8
50 years old and above	10	4.9
Highest education level		
Primary school certificate	2	1.0
SRP / SPM / STPM	18	9.0
Diploma or equivalent	40	19.9
Bachelor's Degree or equivalent	125	62.2
Master's Degree or higher	16	8.0

Job Category		
Non-Executive	40	19.9
Executive	119	59.2
Assistant Manager	10	4.9
Manager	32	15.9
Employment Status		
Permanent	42	20.8
Contract	157	78.1
Temporary	2	0.9
Working experience		
0-5 years	48	23.8
6-10 years	66	32.8
11-15 years	43	21.3
16-20 years	18	8.9
20 years or more	26	12.9
Number of years in the present company		
Less than 1 year	19	9.4
1-5 years	50	24.8
6-10 years	76	37.8
11-20 years	36	17.9
More than 20 years	20	9.9
Number of years in the present position		
Less than 1 year	21	10.4
1-5 years	94	46.7
6-10 years	46	22.8
11-20 years	28	13.9
More than 20 years	12	5.9

The respondents' demographic characteristics are presented in the Table 4.2 above. The respondents' frequency analysis revealed that 104 (51.7%) respondents were male, while 97 (48.3%) respondents were female. Mostly those are participate in this survey are from Malay ethnicity with number shows are 149 (74.1%) followed by the Chinese ethnicity with numbers are 29 (14.4%), while Indian ethnicity are 21 (10.4%) and also small group from Borneo ethnicity are 2 (1.0%).

For the marital status, most of the respondents are from single background where the number shows as 101 (50.2%) followed by married status with number is 96 (47.7%), and there is another 4 (1.9%) respondent are answered as widow status. Respondent also need to give their age status where from the result, the most respondent are from age 26 to 33 years old with total number is 96 (47.1%) followed by age 34 to 41 years old with number of 49 (24.0%). There is a young group also respond to this survey from age 18 to 25 years old with number shows 30 (14.7%).

There is 16 (7.8%) respondent are from age 42 to 49 years old and 10 (4.9%) respondent are from age 50 years old and above. Respondent highest education level is Bachelor's Degree or equivalent with total number is 125 (62.2%). Second highest is Diploma or equivalent with number is 40 (19.9%) followed by SRP / SPM / STPM is 18 (9.0%). Master's Degree or higher is 16 (8.0%) and Primary school certificate is 2 (1.0%). The researcher also requires all respondent to answer their job category. Most of the respondent are from executive level with number 119 (59.2%) followed by non-executive is 40 (19.9%). Respondent from Manager Level is 32 (15.9%) and assistant manager is 10 (4.9%).

Furthermore, to complete this demographic section, the researcher also requests the respondent to answer their employment status. From the findings, the researcher found that the highest number of 157 (78.1%) are from contract status,

following by 45 (20.8%) are permanent status and 2 (0.9%) is temporary status. Working experience are considered to be compulsory question from the researcher, where the highest number of 66 (32.8%) respondent answered as 6 to 10 years of working experience, followed by second highest of 48 (23.8%) respondent choose from 0 to 5 years as their working experience. The closed number after second highest are 43 (21.3%) respondent choose 11 to 15 years and 26 (12.9%) choose 20 years or more. Not too small number of 18 (8.9%) choose 16 to 20 years of their working experience.

The researcher also put the question where the respondent also require to answer their number of years in the present company, were the number of 19 (9.4%), 50 (24.8%) and 76 (37.8%) working to this company is less than 10 years. However there is number of 36 (17.9%) and 20 (9.9%) respondent working to this company more than 10 years and 20 years more. Final questionnaire were asked where the respondent are require answering number of years in the present position. The highest number of 94 (46.7%) are for 1 to 5 years number of years in the present position and followed by 46 (22.8%) for year 6 to 10 years. There are 28 (13.9) respondent answering for 11 to 20 years together with number 21 (10.4%) for less than 1 year. For more than 20 years the number is 12 (5.9%).

4.4 Reliability Analysis (Cronbach's Alpha)

Cronbach's Alpha is one of the most general tests used for reliability analysis (Coakes, Steed and Ong, 2010). Furthermore, Cronbach's Alpha analysis shows that it has become an average covariance between the items when item is not standardized and when the item is standardized, the average will be correlation within the test. It is because the correlation of coefficient is interpreted by Cronbach's Alpha gives value in the range of 0 to 1.

According to Sekaran (2003), the focus of the Cronbach's Alpha is to test for consistency and stability. The reliability coefficient explains how could one variable is positively correlated with another variables. The higher internal consistency reliability can be seen when Cronbach's Alpha is closer to 1 that is called better. Scores that is more than 0.8 is considered good, meanwhile scores of 0.7 is acceptable and scores less than 0.6 is considered poor.

Table 4.3
Reliability Statistics Item - Total Statistics

Sections	Variables and Dimensions	Nmber of items	Cronbach's Alpha (0.)
A			
Dependent Variable	Organizational Commitment	18	0.922
B			
Independent Variable	Career Planning	10	0.767
	Awareness of Self and Environment	4	0.722
	Goal setting	6	0.655
	All items	28	0.914

Reliability test were conducted for both independent and dependent variable that are the organizational commitment, career planning, awareness of self-environment and goal setting by using the Cronbach's alpha. The value from 0 to 1 might defined as the better consistency reliability but according to Malhotra (2000) that the value 0.6 for the scale still considered acceptable and reliable.

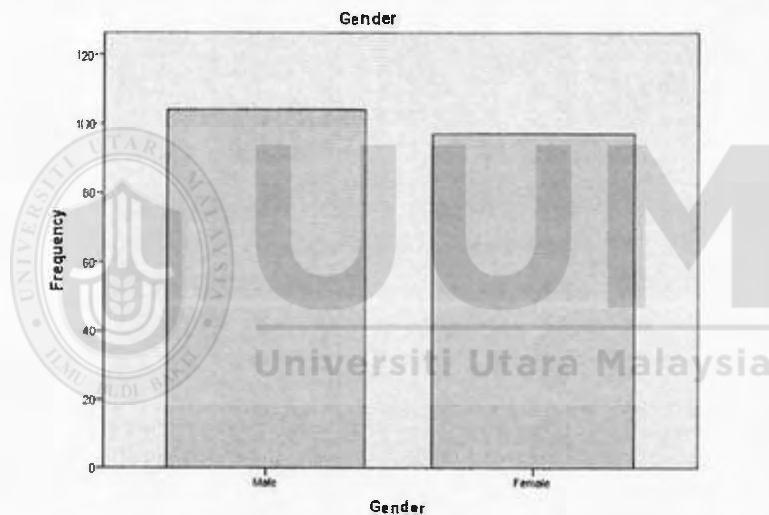
For the total Cronbach's Alpha in reliability statistics shows (0.914). The consistency score shows in the table are acceptable and reliable. Moreover, the Cronbach's alpha for the organizational commitment shows (0.922) with 18 items, career planning shows Cronbach's alpha (0.767) with 10 items, awareness of self and environment shows (0.722) with 4 items and goal settings shows (0.655) with the total of 6 items. The above table shows that all the value in the level of 0.6 is acceptable and reliable.

4.5 Descriptive Analysis

Descriptive analysis is to gain details regarding respondents' background information. This technique is used to describe data collected from the distribution of the questionnaire, the frequency, and the percentages of the particular type of analysis are used in getting the general information of the data. Thus, descriptive analysis will become initial point to represent the detail information of sample data collected and its followed by the descriptive analysis for each of the element in each construct of this study namely the independent and dependent variable.

4.5.1 Background of Respondents

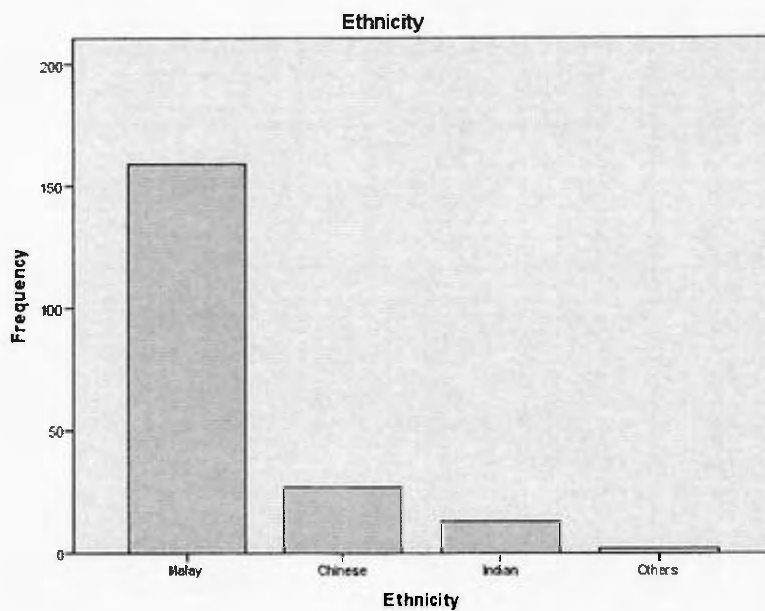
A total of 230 questionnaires have been distributed to the respondents but only 201 questionnaires were able to get back. Therefore, 201 responded questionnaires were used in analyzing process. The response rate in percentage was 87%. According to Hair et al (1984), 50% response rate was generally acceptable and above 80% is far more desirable to accept. This study shows the response rate is 87% hence it is desirable and can be used in analyzing.



Demographic Variables	Frequency	Percentage
Male	104	51.7
Female	97	48.3

Figure 4.1
Gender

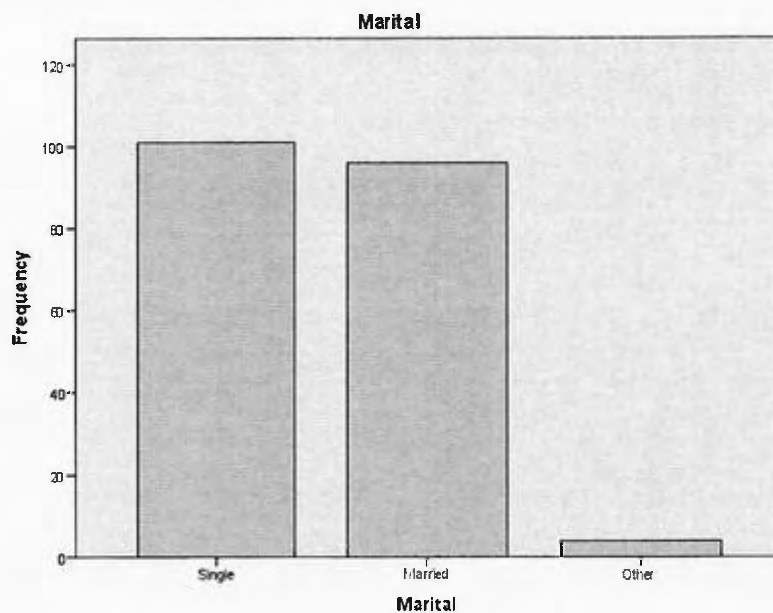
From the above Figure 4.1 shows that group of male respondent are the largest respondent with 104 (51.7%) and 97 (48.3%) from female respondent.



Demographic Variables	Frequency	Percentage
Malay	149	74.1
Chinese	29	14.4
Indian	21	10.4
Others	2	1.0

Figure 4.2
Ethnicity

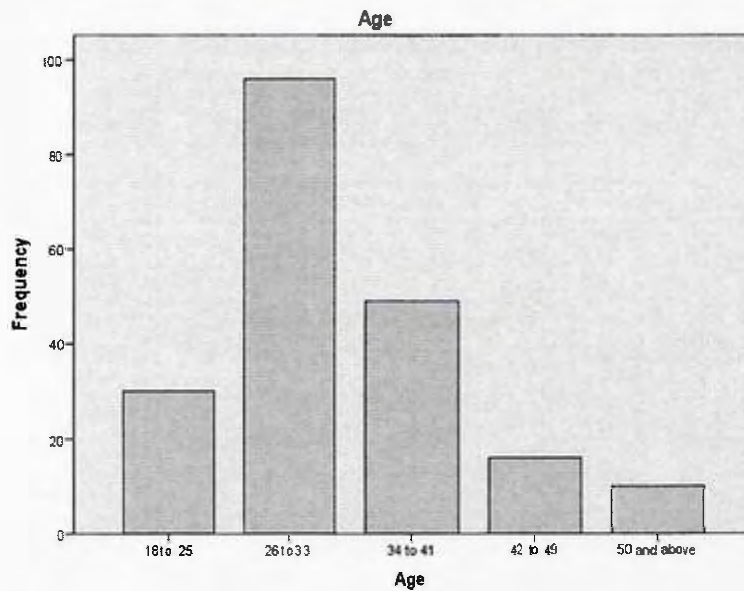
From the above Figure 4.2 shows that group of ethnicity respondent where the highest group is 149 (79.1%) are from Malay Ethnic, followed by 29 (15.6%) respondent are from Chinese Ethnic. There is 21 (10.6%) from Indian Ethnic and also another 2 (1.0%) from others ethnic.



Demographic Variables	Frequency	Percentage
Single	101	50.2
Married	96	47.8
Others	4	2.0

Figure 4.3
Marital Status

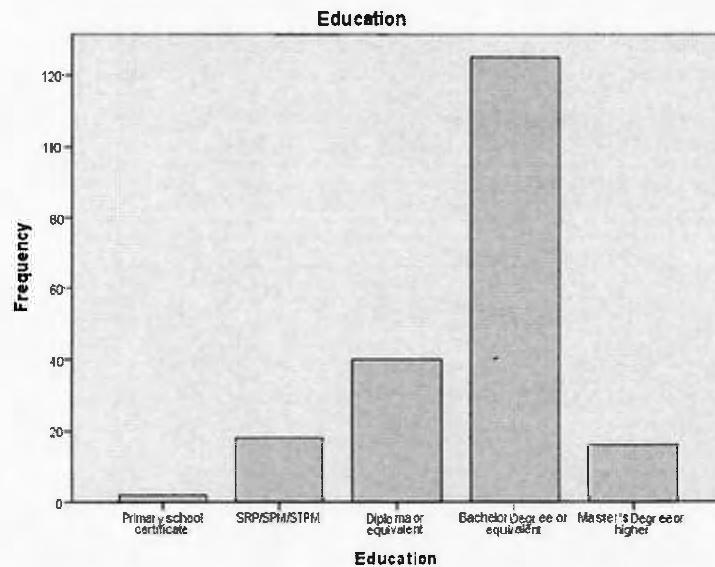
From the above Figure 4.3 shows that group of marital status for respondent where the highest group of total 101 (50.2%) are from single person, followed by 96 (47.8%) respondent are from married person and another 4 (2%) is from others status.



Demographic Variables	Frequency	Percentage
18-25	30	14.7
26-33	96	47.8
34-41	49	24.0
42-49	16	7.8
50 and above	10	4.9

Figure 4.4
Age

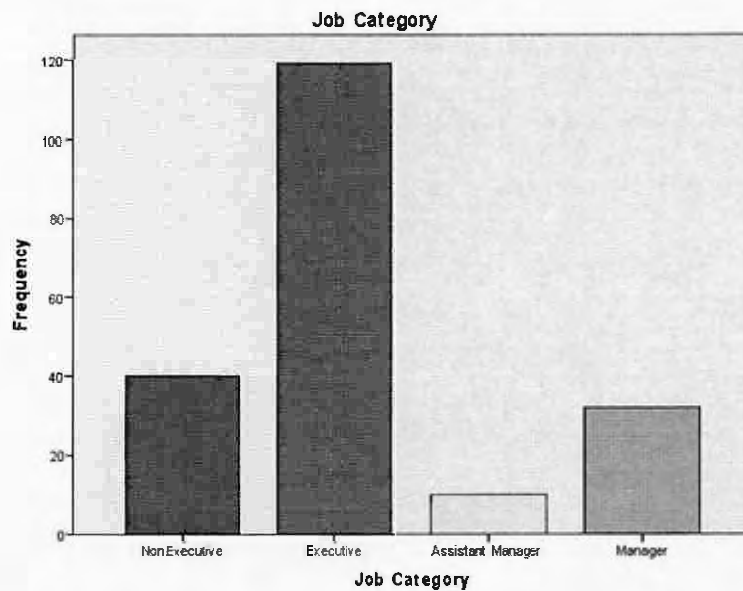
The above Figure 4.4 shows that the group of respondent aged was categorize from 18 until 50 years and above. The highest aged responded are from group 26 until 33 years old where the total shows is 96 (47.8%). The second highest groups are from 34 until 41 years old shows total is 49 (24%). There is 30 (14.7%) respondent is aged from 18 until 25 years old followed by aged 42 until 49 is 16 (7.8%) and a small group from aged 50 years old and above shows 10 (4.9%) of respondent.



Demographic Variables	Frequency	Percentage
Primary school certificate	2	1.0
SRP / SPM / STPM	18	9.0
Diploma or equivalent	40	19.9
Bachelor's Degree or equivalent	125	62.2
Master's Degree or higher	16	8.0

Figure 4.5
Education

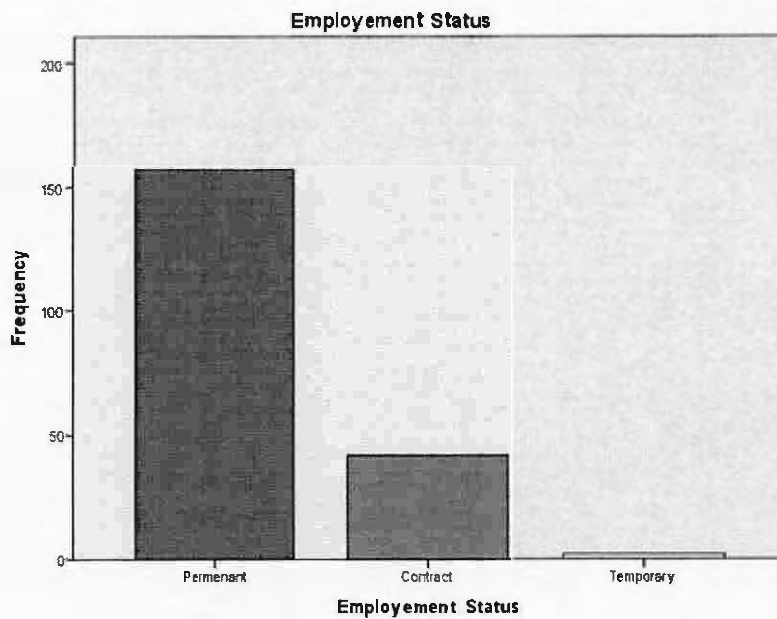
The above Figure 4.5 shows that the respondent education background is from lowest education to the highest education of level. The highest education group is from Bachelor's Degree or equivalent where the number shows are 125 (62.2%). The second highest is from group of Diploma or equivalent where there is 40 (19.9%). SRP / SPM / STPM group shows number of 18 (19%) respondent and Master's Degree or higher shows 16 (18%) respondents. The lowest group is from Primary school certificate shows 2 (1%).



Demographic Variables	Frequency	Percentage
Non-Executive	40	19.9
Executive	119	59.2
Assistant Manager	10	4.9
Manager	32	15.9

Figure 4.6
Job Category

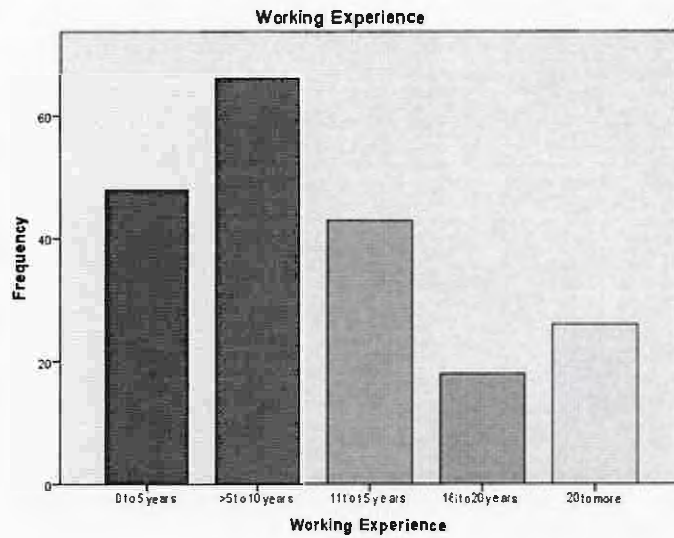
The above Figure 4.6 shows that the group of respondent aged job category was categorize from non-executive until above. The highest job category respondent is from executive group where the total number shows 119 (57.2%). The second highest groups are from non-executive shows total number is 40 (19.9%). There is 32 (15.9%) respondent is from Manager group followed by group of Assistant Manager is 10 (4.9%).



Demographic Variables	Frequency	Percentage
Permanent	42	20.8
Contract	157	78.1
Temporary	2	0.9

Figure 4.7
Employee Status

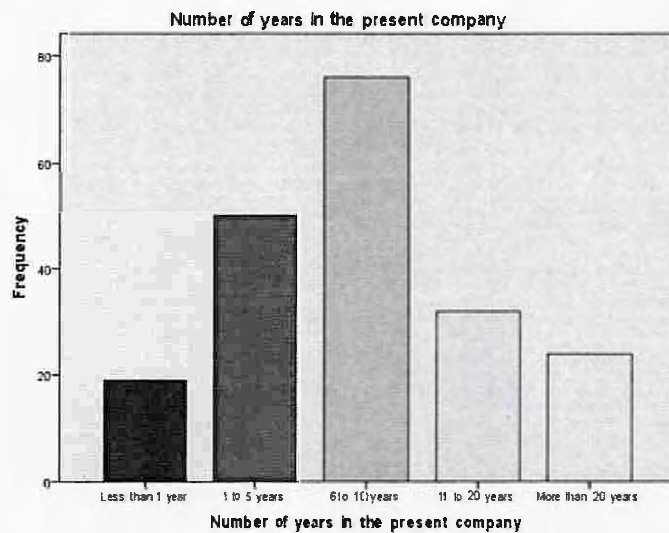
The above Figure 4.7 shows the group of respondent for employment status and was categorize from permanent, contract and temporary. There is 157 (78.1%) respondent are from permanent group, 42 (20.9%) are from contract group and there is low number of temporary respondent shows as 2 (1%) from the total of 201 respondent.



Demographic Variables	Frequency	Percentage
0-5 years	48	23.8
6-10 years	66	32.8
11-15 years	43	21.3
16-20 years	18	8.9
20 years or more	26	12.9

Figure 4.8
Working Experience

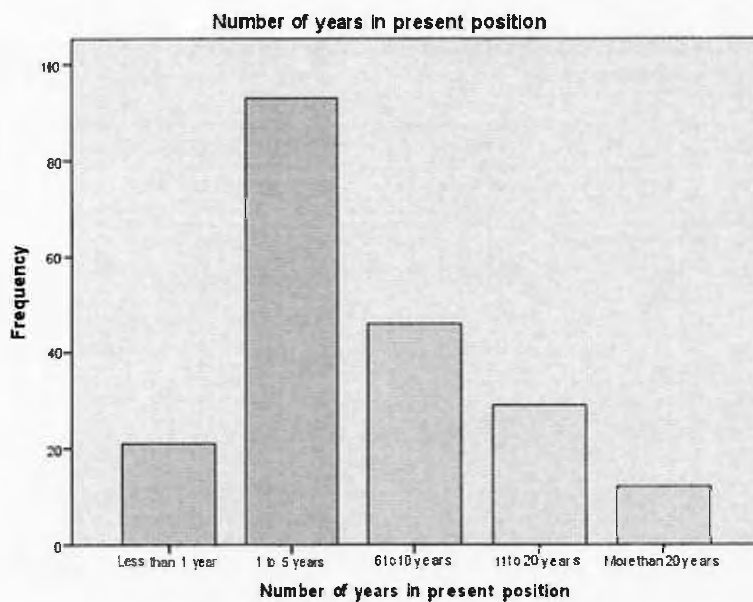
The above Figure 4.8 shows the group of respondent for working experience status and was categorize from 0 to 5 years, from 6 to 10 years, from 11 to 15 years, from 16 to 20 years and from 20 years and more. The highest group of respondent is 6 to 10 years where the number is 66 (32.8%). The second highest respondent is from group 0 to 5 years, where the total number shows are 48 (23.8%) followed by third group are 11 to 15 years are 43 (21.3%) number of respondent. There is number of 26 (12.9%) from group 20 years and more and finally the lowest group is 16 to 20 years where the number shows 18 (8.9%).



Demographic Variables	Frequency	Percentage
Less than 1 year	19	9.4
1-5 years	50	24.8
6-10 years	76	37.8
11-20 years	36	17.9
More than 20 years	20	9.9

Figure 4.9
Number of years in the present company

The above Figure 4.9 shows the group of respondent for a number of years in the present company, where the highest number shows 76 (37.8%) is for group 6 to 10 years. The second highest number shows 50 (24.8%) is for group 1 to 5 years. The table also show that number of 36 (17.9%) is for group 11 to 20 years. There is 20 (9.9%) respondent are from group more than 20 years and the final one is 19 (9.4%) from less than 1 year group.



Demographic Variables	Frequency	Percentage
Less than 1 year	21	10.4
1-5 years	94	46.7
6-10 years	46	22.8
11-20 years	28	13.9
More than 20 years	12	5.9

Figure 4.10
Number of years in the present position

The above Figure 4.10 shows the group of respondent for a number of years in the present position, where the highest number shows 94 (46.7%) is for group 1 to 5 years. The second highest number shows 46 (22.8%) is for group 6 to 10 years. The table also show that number of 28 (13.9%) is for group 11 to 20 years. There is 21 (10.4%) respondent are from group less than 1 year and the final one is 12 (5.9%) from more than 20 years group.

4.5.2 Mean and standard deviation

According to Fah and Hoon (2009) mean defines as the average value of data set. Mean and standard deviation can be used to deliberate figures that can use to report essential propensity. Meanwhile, standard deviation is used to calculate the “dispersion” or “spread”. It is required to identify the means and standard deviations of each variable to test the significance between the independent and dependent variables. Following table represent the mean, standard deviation, minimum and maximum values of all variables.

Table 4.4
Mean of Main Variables (n=201)

Descriptive Statistics			
	N	Mean	Std. Deviation
Career Planning	201	3.2900	.36000
Organizational Commitment	201	3.5116	.59635
Valid N (listwise)	201		

Table 4.4 above shows that the mean, standard deviation, variance, minimum and maximum value of the data. The mean value shows the data for career planning is 3.29, whereby mean for organizational commitment is 3.51 on scale 1 to 5. This shows that organizational commitment is being in the highest ranking. The standard deviation shows that the value for career planning is .36000, whereby for organizational commitment is .59635. This shows that employees' perception on organizational commitment is moderate with the mean value of 3.5116. The

employees' perceived career planning at moderate level with the mean value of 3.29. Thus the objective number one and two were answered.

4.6 Inferential Analysis

Inferential statistics makes inferences about populations using data drawn from the population. Instead of using the entire population to gather the data, this study collected a sample from respondent from IT department in Mesiniaga Berhad for correlation and regression analysis.

Following findings describe the responses received from each of the element in the variable construct. The dependent variable in this study is organizational commitment. This variable contains 18 questions to evaluate by respondents. In this research the respondents requested to answer from the range strongly disagree to strongly agree for every question that specified. For an example 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

4.6.1 Hypothesis Testing

Hypothesis testing was applied to provide the result for answering objective no three of this study. The hypothesis of this study was developed as mention on below table:

Table 4.5
Hypothesis testing

No.	Hypothesis (H)
H ₁	There is a positive relationship between organizational commitment with career planning among employees in Mesiniaga Berhad
H ₂	There is a positive relationship between organizational commitment with self-awareness and environment among employees in Mesiniaga Berhad
H ₃	There is a positive relationship between organizational commitment with goal setting among employees in Mesiniaga Berhad

Hypothesis testing in the correlation coefficient analysis result has been shown the magnitude and direction of relationship of independent variable and dependent variables in this study. The relationship between variables is useful to test the developed hypothesis. Correlation and regression analysis was applied to test the hypothesis which was developed as above. The details of the analysis were explained below.

4.6.2 Correlation Analysis

Correlation was taken to identify the relationship between variables. The objective of a correlation analysis is to quantify whether the variables correlate to each other.

Table 4.6
Correlation Coefficient Values of Organization Commitment and Career Planning

Variables		B1	B2	B3
Organizational Commitment	(B1)	1		
Self-Awareness and environment	(B2)	.485**	1	
Goal Setting	(B3)	.471**	.281**	1

Table 4.6 shows the correlation analysis result for organizational commitment with self-awareness and environment and goal setting. The coefficient value for correlation between organizational commitment with self-awareness and environment was 0.48. While the coefficient value for correlation between organizational commitments with goal setting was 0.47. It shown there are moderate relationships for relationship between organizational commitment with self-awareness and environment, and goal setting. Furthermore, the coefficient value for correlation between goal setting with self-awareness and environment was 0.28. It shown low correlation. However, correlation analysis result cannot determine to what extent the self-awareness and environment, and goal setting had explained for organization commitment among the respondent in this study. Thus, the data was subjected to regression analysis, the result explained below.

4.6.3 Regression Analysis

Table 4.7

Result for Regression Analysis for self-awareness and environment

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 ^a	.225	.217	9.49783

a. Predictors: (Constant); Self-awareness and environment

b. Dependent Variable: Organizational commitment

Table 4.7 above shows the regression analysis result for the self-awareness and environment with organizational commitment. This model summary indicates that the R square value was 0.22. Thus, its mean there are 22% of total variation of organization commitment in Mesiniaga Berhad which has been explained by Self-Awareness and Environment. Meanwhile, the other 78% are explained by the other factors. The hypothesis testing is accepted explained as Table 2.2 below, and then the objective number three in this study was fulfilled.

Table 4.8
Result for Regression Analysis for goal setting

Model Summary^b				
Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.322	.312	9.6874

a. Predictors: (Constant); Goal setting

b. Dependent Variable: Organizational commitment

Furthermore, Table 4.8 above had shown the result of regression analysis for the goal setting and organizational commitment. This model summary highlighted that the R square value was 0.32. Thus, its mean there are 32% of total variation of organization commitment in Mesiniaga Berhad which has been explained by goal setting. The hypothesis testing is accepted explained as Table 4.9 below, and then the objective number three in this study was fulfilled.

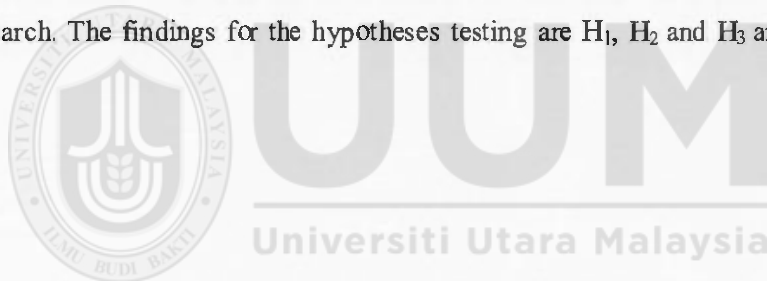
Table 4.9
Hypothesis result

Hypothesis	Hypotheses development	Result
H1	There is a positive relationship between organizational commitment and career planning among employees in Mesiniaga Berhad	Accepted
H2	There is a positive relationship between organizational commitment and self-awareness and environment among employees in Mesiniaga Berhad	Accepted
H3	There is a positive relationship between organizational commitment and goal setting among employees in Mesiniaga Berhad	Accepted

This findings was similar with study by Humphreys (2003) where the effective organizational commitment and career planning were benefits to both if handle properly and competitive.

4.7 Summary

This chapter discusses the findings for the hypotheses and research objectives that have been set at the beginning of the research. The descriptive findings for each of the variables are also presented in table forms while the hypotheses were tested using the appropriate test method. Qualitative analysis was also conducted to answer the objective of this research. The findings for the hypotheses testing are H_1 , H_2 and H_3 are accepted.



CHAPTER5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter describe the discussion on objective from the result gathered in chapter four and the conclusion of the research. The summary of the research is presented. Also, discussions on the relation between the independent variables and dependent variable as generated from the SPSS version 21.0 are discussed.

5.2 Overview of the Research

The objective of this research is to investigate the relationship between organizational commitments towards career planning among Mesiniaga Berhad. The findings indicate that the objective of the research was accomplished. There is a positive relationship between organizational commitments towards career planning among employees in Mesiniaga Berhad.

5.3 Discuss on Research Objectives

The data was analyzed to answer the research questions, which were the driving force of the study. Variables analysis, reliability analysis, descriptive statistics, and correlation analysis and was implemented to analyze the data. There were several findings and conclusions revealed from the analysis of the data. These findings and conclusions were discussed in the following items. This research study was guided by overall research objective:

5.3.1 Research Objective 1

The first research objective for this research was to access the level of career planning among the respondents. According to the result in chapter 4, the mean value for career planning of the respondent was 3.29 for scale 1 to 5. That's mean it shown the perception of respondents on career planning are quite high. Refer to the respondent demographic frequencies analysis Table 4.2 shown that the minimum years (0 to 5years) was 48 percent, while the maximum (more 20 years) the percent was 12. 9. It indicate that there are career planning for respondents who working at Mesiniaga. Normally every year, Human Resource Management are sending their respective employee to attend training that require by career such as CISCO Training, National Institute of Occupational Safety and Health (NIOSH) Training and others.

5.3.2 Research Objective 2

The second research objective for this research was to access the level of organization commitment among the respondent in Mesiniaga Berhad. According to the result in chapter 4, Table 4.4, the mean value for organizational commitment of the respondent was 3.51 for scale 1 to 5. It had shown the perception of respondents on commitment organizational also quite high. Refer to the respondent demographic frequencies analysis Table 4.2 shown that there is 12.9% respondent working 20 years or more with Mesiniaga Berhad where the respondent are still loyal towards Mesiniaga.

5.3.3 Research Objective 3

The third research objective for this research is to determine the relationship between organizational commitment and career planning among Mesiniaga Berhad employee.

Correlation analysis show there are moderate relationship between organizational commitments and career planning (the correlation was 0.42), and then regression analysis show the R square value is 0.22. That's mean there are 22% of organizational commitment are related to career planning among the respondent. Thus to increase loyalty among employee, the organization need to enhance the

program towards self-awareness and environment and goal setting on employee career development.

This objective also was explained by hypotheses testing and was accepted. This study finding similar with Orpen (1994) where management influence career by the organization and individual commitment. Significantly, according to Hale and Whitlam (1998), “whether they are known as goals, targets or objectives, organisations are constantly seeking ways of achieving them because “target setting is seen as a means of helping all employees to pull in the same direction with a view to gaining competitive advantage.” Therefore, in Mesiniaga policy, employee’s involvement and feedback always had been taken into account for goals and objectives improvement. Therefore, there is a quarterly training review done by Mesiniaga human resource management in order to ensure that their objective always at the right way.

5.4 Limitation to This Study

Although the study had developed the scale of individual variable on organizational commitment, career planning and to explore the relationship between independent variable and dependent variable, but it still have some limitations as following:

5.4.1 Time and money

Although this research was carefully prepared, researcher still aware of its limitations and shortcomings. First of all, time and money constraint is the main limitation where this research is conducted during working hours and there is limitation to get fast respond especially respondent that based work outside Mesiniaga Headquarters Selangor. Therefore, to avoid any delay, researcher started this research from January until June 2018. The questionnaire was distributed to the respondent and get full response within 2 month from January and February by using e-mail and personal contact number. Money constraint will be second main subject during this research. Expecting there is sums of money will be spending to complete this research.

5.4.2 Small Population and limited access

Since this research is doing very limited time and during office hour, researcher found that there is a limitation to get respondent from all department or unit in Mesiniaga Berhad and also there is some limitation to access employee personal details especially personal contact number. However, only approval and suggestion from Human Resource Department, the best population is who are working under same department with researcher is Service Delivery Division and there is a KPI system tight to the employees who actively response any training and feedback that

related to organizational. Therefore, target total respondent is 230 out of total all employees from others unit.

5.5 Recommendation

There are some recommendations for the future research and learners as below:

5.5.1 Training and Development

The career planning includes an assessment of the “gaps” or training requirements and should be reviewed on an on-going basis. This ensures that both the employee’s and the organization’s needs and objectives are adjusted over time. Clearly, an organization must consider its overall direction and goals in order to assess the competencies that they need from their workforce to be successful. It is equally important that the organization take into account an employee’s motivation to succeed as an individual. A proven method to meet these needs of the organization and the employee involves:

- i. Developing career paths that enable employees to understand their options to grow in the organization.
- ii. Gathering the information to determine what skills they would need to achieve this.

5.6 Conclusion

Results of the study show that organizational commitment significantly correlated with employee career planning. The hypotheses developed were accepted as employees were satisfied with their career planning as a result of organizational commitment. The findings were consistent with the previous literature which shows that career planning was an important factor in organizational commitment. This research also showed that respondent were more agreed with goal setting where employee need to increases their commitment with the organization and they're more engaged and satisfied with their career because their needs and demands are met by the organization.

Organization should closely pay attention to both variables to make them stay with the organization. Infect, the employees should be provided with necessary support from managers and awareness about self and environment which facilitates employee's career satisfaction. Nowadays, most employees are more career conscious and they demand growth and development at their job. Organizations who fail to ensure and fulfil their needs can lose valued employees and customers as well. The managers are need to pay their full attention to employee commitment because it is directly related to organizational effectiveness. Supportive cultures and develop policies will help to increase commitment. By developing, civilizing and delivering the appropriate practice by supervisors and managers also help to maintain employees' satisfaction in organization.

REFERENCES

- Abramson L, Seligman MEP, Teasdale J (1978). "Learned helplessness in humans: Critique and Reformulation" *J. Abnorm. Psychol.*, 87: 49-74.
- Afolabi M (1996). Holland's typological theory and its implications for librarianship and libraries *Libr. Career Dev.*, 4(3): 15-21.
- Agada J (1998). Profiling librarians with the Myers-Briggs type indicator: studies in self selection and type stability *Edu. Info.*, 16(1): 57-69.
- Ajzen, I., and Fishbein, M. (2000). Attitudes and the attitude-behaviour relation: reasoned and automatic processes. *European Review of Social Psychology*, 11, 1-33.
- Allport GW (1937). *Personality: A psychological Interpretation*. New York: Holt, Rinehart and Winston, pp. 1-24.
- Armstrong, M. (1993). *Armstrong's Handbook of Human Resources Management Practice* (4thEd.).London: Kogan Page.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resources Management Practice* (11thEd.).London: Kogan Page.
- Aryee Samueland Debrah A. Yaw, (1992), "Career Planning: An Examination of Individual, Non-Work and Work Determinants", *The International Journal of Human Resource Management*, Vol.3, No.1, pp. 85-104.
- Babnik, K. (2010). *The role of societal and organisational culture in the employees' attitudes toward the job* [Unpublished doctoral dissertation] Ljubljana: University of Ljubljana, Faculty of arts, Department of Psychology.
- Bacharach, S. (1989). *Organization theories: Some criteria for evaluation*. *Academy of Management Review*, 14, 496-515.
- Bandura, A. & Walters, R.H. (1963). *Social Learning and Personality Development*. New York: Holt, Rinehart & Winston.
- Bandura, A. (Ed.) (1995). *Self-efficacy in changing societies*. New York: Cambridge University Press.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: Freeman.

- Bandura, A. (2001). Social cognitive theory: An agentic perspective. *Annual Review of Psychology*, 52, 1-26.
- Bae, J., Chen, S., & Lawler, J. (1998). Variations in human resource management in Asian countries: MNC home-country and host-country effects. *International Journal of Human Resource Management*, 9, 653-670.
- Barick MR, Mount MK (1991). The Big-Five Personality Dimensions in Job Performance: A meta-analysis. *Personnel Psychol.*, 44: 1-26.
- Baruch, Yahuda and Rosenstein, E. (1992), "Career Planning and Managing in High Tech Organizations" *International Journal of Human Resource Management*", Vol.3, No.3, pp. 477-496.
- Baruch, Yahuda (1996), "Organizational Career Planning and Management Techniques and Activities in Use in High-Tech Organizations", *Career Development International*, Vol.1, No.1, pp. 40-49.
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: progress and prospects. *Academy of Management Journal*, 39, 779-801.
- Becker, B. E., & Huselid, M. A. 1998. High performance work systems and firm performance: A synthesis of research and managerial implications. *Research in Personnel and Human Resources Journal*, 16(1), 53-101.
- Blau PM, Gustad JW, Jessor R, Parnes HS, Wilcock RC (1956). Occupational choice: conceptual framework. *Ind. Lab. Relat. Rev.*, 9: 531-543.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: John Wiley & Sons.
- Brown, A., Forde, C., Spencer, D., & Charlwood, A. (2008). Changes in HRM and job satisfaction, 1998-2004: Evidence from the Workplace Employment Relations Survey. *Human Resource Management Journal*, 18(3), 237-256.
- Bos, J. T., Donders, N. C. G. M., Bowman-Brouwer, K. M., & Van der Gulden, J. W. J. (2009). Work characteristics and determinants of job satisfaction in four age groups: university employees' point of view. *Int Arch Occup Environ Health*, 82, 1249-1259.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the strength of the HRM system. *Academy of Management Review*, 29(2), 203-221.

- Bowling, N. A., Eschleman, K. J., & Wang, Q. (2010). A meta-analytic examination of the relationship between job satisfaction and subjective well-being. *Journal of Occupational and Organisational Psychology*, 83, 915–934.
- Bussey, K., & Bandura, A. (1999). Social cognitive theory of gender development and differentiation. *Psychology Review*, 106, 676–713.
- Byrne, Z. S., Miller, B. K., & Pitts, V. E. (2010). Trait entitlement and perceptions of the favourability of human resource management practices in the prediction of job satisfaction. *Journal of Business and Psychology*, 25, 451–464.
- Costa PT, McCrae RR (1992). NEO PI-R. Professional manual. Odessa, FL: Psychological Assessment Resources, Inc. pp. 54–56
- Daulatrom B. Lund, (2003), “Organizational Culture and Job Satisfaction“, *Journal of Business & Industrial Marketing*, Vol.18, No.3. pp.219–236.
- Davis, Grace (2004), “Job Satisfaction Survey Among Employees in Small Business“, *Journal of Small Business And Enterprise Development*, Vol.1, No.4, pp.495–503.
- Delaney, J. T. & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39, 949–969.
- Delery, J.E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency and configurational performance predictions. *Academy of Management Journal*, 39(4), 802–835.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Engler B (2006). *Personality Theories*. Houghton Mifflin, pp. 61–62.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: a meta-analysis. *Occup Environ Med* 2005, 62(2), 105–112.
- Farh, J., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behaviour: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16, 705–721.
- Farkas, A. J. & Tetrick, L. E. (1989). A three-wave longitudinal analysis of the causal ordering of satisfaction and commitment on turnover decisions. *Journal of Applied Psychology*, 74, 855–868.

- Farmer, Jane, Ward Grainne and Wood Lawraine (1998), "Taking Stock: Career Planning For Isolated, Middle-Level Professionals", *Librarian Career Development*, Vol.6, No.8, pp.3-15.
- Ferris, G. R., Arthur, M. M., Berkson, H.M., Kaplan, D. M., Harrell-Cook, G., & Frink, D. D. (1998). Toward a social context theory of the human resource management– organization effectiveness relationship. *Human Resource Management Review*, 6, 235–264.
- Fiske DW (1949). Consistency of the factorial structures of personality ratings from different sources. *J. Abnorm. Soc. Psychol.*, 44: 329-344.
- Fister, K. (2004). Learning behaviour in work teams : the way to create, disseminate, and utilise knowledge. In I. Svetlik & J. Nadoh (Eds.), *Conference proceedings*. [electronic media], Ljubljana: Faculty of Social Sciences.
- Fister, K. (2005). Cultural influences on the adoption of knowledge orientated HRM practices. In Z. Vodovnik (Ed.), *Intellectual capital and knowledge management: proceedings of the 5th International Conference of the Faculty of Management Koper*, University of Primorska, 18–20 November 2004, Congress Centre Bernardin, Portorož, Slovenia (pp. 183–197). Koper: Fakultetaza management.
- Galanou, E., Georgakopoulos, G., Sotiropoulos, I., & Dimitris, V. (2010). The effect of reward system on job satisfaction in an organizational chart off our hierarchical levels: A qualitative study. *Canadian Social Science*, 6(5), 102–123.
- Glanz, K., Rimer, B.K. & Lewis, F.M. (2002). *Health Behavior and Health Education. Theory, Research and Practice*. San Fransisco: Wiley & Sons.
- Graham, S., & Weiner, B. (1996). Theories and principles of motivation In D. C. Berliner & R. C. Calfee (Eds.), *Handbook of educational psychology* (pp. 63–84). New York: Simon & Schuster Macmillan.
- Graham, W. Michael and Messner Philip E. Messner, (1998), "Principals and Job Satisfaction", *International Journal of Educational Management*, Vol.12, No.5, pp. 196-202.
- Gutteridge, T.G, (1986), "Organizational Career Development Systems: The State of the Practics "In Aryee Samuel and Debrah A. Yaw, (1992).
- Hackman, R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behaviour and Human Performance*, 16(2), 250–279.

- Hall, D.T., (1986), "Introduction", In Aryee Samuel and Debrah A.Yaw, (1992).
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage Publications.
- Holland JL (1958). A personality inventory employing occupational titles. *J. Appl. Psychol.*, 42: 336-332.
- Holland JL (1976). Vocational Preferences. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally, pp. 70-72.
- Holland JL (1985). *Manual for the Vocational Preference Inventory*. Odessa, FL: Psychological Assessment Resources, Inc.
- Holland JL (1996). Exploring careers with a typology: What we have learned and some new directions. *Am Psychol.*, 51(4): 397-406.
- Holland JL (1997). *Making Vocational Choices*, Psychological Assessment Resources, Inc. Odessa, FL, pp. 47-48.
- Howard PJ, Howard JM (1995). The Big Five quick start: an introduction to the Five-Factor Model of Personality for human resource professionals. Charlotte, NC: Centre for Applied Cognitive Studies.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38, 635-672.
- Huselid, M. A., & Becker, B. E. (1996). Methodological issues in cross-sectional and panel estimates of the human resource-firm performance link. *Industrial Relations*, 35, 400-422.
- Huselid, M. A., Jackson, S. E., & Schuler, R.S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40, 171-188.
- Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job satisfaction and job performance: a meta-analysis. *Psychological Bulletin*, 97, 251-73.
- James, L. A., & James, L. R. (1989). Integrating work environment perceptions: Explorations into the measurement of meaning. *Journal of Applied Psychology*, 74, 739-751.
- Jiang, Y., Sun, J. Y., & Law, K. S. (2011). Job Satisfaction and Organization Structure as Moderators of the Effects of Empowerment on Organizational Citizenship Behaviour: A Self-Consistency and Social Exchange Perspective. *International Journal of Management*, 28(3), 675-693.

- Judge, T. A., Parker, S. K., Colbert, A., Heller, D., & Ilies, R. (2001). Job satisfaction: A cross-cultural review. In N. Anderson, D. S. Ones, H. K. Sinangil & C. Viswesvaran (Eds.), *Handbook of Industrial, Work and Organizational Psychology, Vol2*, Sage: London.
- Kaplan, S. A., Warren, C. R., Barsky, A. P., & Thorensen, C. J. (2009). A note on the relationship between affectivity and differing conceptualizations of job satisfaction: Some unexpected meta-analytic findings. *European Journal of Work and Organizational Psychology, 18*(1), 29–54.
- Kaya, N., Koc, E., & Topcu, D. (2010). An exploratory analysis of the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks. *The International Journal of Human Resource Management, 21*(11), 2031–2051.
- Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. In B. Schneider (Ed.), *Organizational Climate and Culture* (pp. 282–318). San Francisco: Jossey-Bass.
- Lapierre, L. M., & Hackett, R. D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organizational citizenship behaviour: A test of an integrative model. *Journal of Occupational and Organizational Psychology, 80*, 539–554.
- Locke, E. A. (1976). The nature and causes of job satisfaction. V.M.D. Dunnette (Ur.), *Handbook of industrial and organizational psychology* (pp. 1297–1350). Chicago: Rand McNally.
- Locke, E. A., & Latham, G. P. (1990). *A theory of Goal Setting & Task Performance*. Englewood Cliffs, NJ: Prentice Hall.
- Lombardo GP, Fosclini R (2003). The Concept of Personality between 19th Century France and 20th Century Am. Psychol. Hist. Psychol., 6: 133-142.
- Mackler, J. (1996), "A Survivor's Guide To The Principalship: Overcoming The Challenges", *NASSP Bulletin*, February, pp.84-89.
- Mandler, G. (1982). The Structure of Value: Accounting for Taste. In M. S. Clark & S. T. Fiske (Eds.), *Affect and Cognition: The Seventeenth Annual Carnegie Symposium on Cognition* (pp. 3–36). Hillsdale, New Yearsey: Lawrence Erlbaum Associates.
- Mallon, M., (1998), "The Portfolio Career: Pushed or Pulled To It? *Personnel Rewiew*, Vol.27, No.5, pp.361-367.

- McCabe, V.S., (2008), "Strategies For Career Planning And Development in The Convention And Exhibition Industry in Australia", *International Journal Of Hospitality Management*, Vol.27, pp.222-231.
- McCrae RR, John OP (1992). "An introduction to the five-factor model and its applications". *J. Personal.*, 60(2): 175-215.
- McCrae R, John O (2000). An introduction to the Five-Factor Model and its applications. *J. Personal.*, 2: 174-214.
- McCrae RR (2002). NEO-PI-R data from 36 cultures: Further Intercultural comparisons. In R. R. McCrae and J. Alik.(Eds.), *The Five-Factor model of personality across cultures*. New York: Kluwer Academic Publisher, pp. 105-125.
- McMahon, M and Patton, W., (1995), "Development of a Systems Theory Of Career Development", *Australian Journal of Career Development*, Winter, pp.15-20.
- Mescon, M.H., Albert, M., & Khedouri, F. (1985). *Management: Individual And Organizational Effectiveness* (2nd Edit.). New York: Harper & Row.
- Miller, N.E. & Dollard, J. (1941). *Social Learning and Imitation*. New Haven, CT: Yale University Press.
- Organ, D. W., & Near, J. P. (1985). Cognition vs affect in measures of job satisfaction. *International Journal of Psychology*, 20, 241-253.
- Oshagbemi, Titus, (1997), "Job Satisfaction Profiles of University Teachers", *Journal of Management Psychology*, Vol.12, No.1, pp.27-39.
- Pajares, F., & Schunk, D. H. (2001). Self-beliefs and school success: Self-efficacy, self-concept, and school achievement. In R. Riding & S. Rayner (Eds.), *Self-perception* (pp. 239-266). London: Ablex Publishing.
- Parraga, I.M. (1990). "Determinants of Food Consumption". *Journal of American Dietetic Association*, 90: 661-663.
- Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77, 193-216.

- Petrescu, A. I., & Simmons, R. (2008). Human resource management practices and workers' job satisfaction. *International Journal of Manpower*, 29(7), 651–667.
- Quinn, R. E. (1989). *Beyond Rational Management*. San Francisco: Jossey-Bass Publishers.
- Roelen, C. A., Koopmans, P. C., & Groothoff, J. W. (2008). Which work factors determine job satisfaction? *IOS Press*, 30, 433–439.
- Rogers, D. Jerry, Clow E. Kenneth and Kash J. Toby, (1994), "Increasing Job Satisfaction of Service Personnel", *Journal of Services Marketing*, Vol.8, No.1, pp.14-26
- Rogg, K. L., Schmidt, D. B., Schmitt, N., & Shull, C. (2001). Human resource practices, organizational climate, and customer satisfaction. *Journal of Management*, 27(4), 431–440.
- Santrock JW (2008). The Self, Identity, and Personality In Mike Ryan (Ed.) *A Topical Approach to Life-Span Development*. New York: McGraw-Hill, pp. 411-412.
- Scarpello, V., & Campbell, J. P. (1983). Job satisfaction: Are the parts all there? *Personnel Psychology*, 37, 577–600.
- Sousa-Poza, A., & Sousa-Poza, A. A. (2000). Well-being at work: A cross-national analysis of the levels and determinants of job satisfaction. *Journal of Socio-Economics*, 29, 517–538.
- Schunk, D. H., & Pajares, F. (2002). The development of academic self-efficacy. In A. Wigfield & J. Eccles (Eds.), *Development of achievement motivation* (pp. 16-31). San Diego: Academic Press.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, cause, and consequences*. Thousand Oaks, CA: Sage.
- Storey, J., Okazaki – Ward L. Gow, I. Edwards, P. K. and Sisson, K., (1991), "Managerial Careers and Management Development: A Comparative Analysis Of Britain and Japan" *Human Resource Management Journal*, Vol.1, No.3, pp.33-57.
- Super DE, Knasel EG (1981). Career development in adulthood: Some theoretical problems and a possible solution. *Br. J. Guid. Couns.*, 9: 194-201.
- Tietjen A. Mark, Myers M. Robert, (1998), "Motivation and Job Satisfaction", *Management Decision*, Vol.36, No.4, pp.226-331.

Uppal Sharanjit (2005), "Disability, Workplace Characteristics and Job Satisfaction", *International Journal of Manpower*, Vol.26, No.4, pp.336- 349.

Vandenberghe, C., & Peiró, J. M. (1999). Organizational and individual values: Their main and combined effects on work attitudes and perceptions. *European Journal of Work and Organizational Psychology*, 8(4), 569–581.

Van den Berg, P. T., & Wilderom, C. P.M. (2004). Defining, measuring and comparing organizational cultures. *Applied Psychology: An International Review*, 53(4), 570–582.

Van Muijen, J., Koopman, P., De Witte, K., De Cock, Sušan, Z., Bourantas, D., Papalexandris, N., Branyiscki, I., Spaltro, E., Jesuino, J., Neves, J. G., Pitariu, H., Konrad, E., Peiro, J., Gonzalés-Roma, V., & Turnipseed, D. (1999). Organizational culture: the Focus questionnaire. *European Journal of Work and Organizational Psychology*, 8(4), 551–568.

Vickery B, Vickery A (2000). Information Science in theory and practice. London: Bowker- Saur, pp. 361-369

Weisenberger Landeros A, Rosari M, Pittenger C, Leckman JF (2008). Negative Emotionality (trait anxiety) published in *Journal of Abnormal Psychology*.

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs, and affective experiences. *Human Resource Management Review*, 12, 1–22.

Wood, S., & de Menzes, L. (1998). High commitment management in UK: Evidence from the workplace Industrial Relations Survey, and Employers Manpower and Skills Practices Survey. *Human Relations*, 51, 485–515.

Yeung, A., Brockbank, J., & Ulrich, D. (1991). Organizational culture and human resource practices. In R. W. Woodman & W. A. Passmore (Eds.), *Research in organizational change and development* (pp. 59–82). London: JAI Press.

APPENDIX A

SURVEY QUESTIONNAIRE, ENGLISH VERSION



COLLEGE OF BUSINESS UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam

I am Norfadzly Bin Abd Rahim, a Master of Human Resource Management student from Universiti Utara Malaysia (Matric no: 821315), currently conducting a research entitled **“The relationships of Career Planning towards Organizational Commitment”**. In endeavouring to conduct this research data will be collected from Mesiniaga Berhad employees.

Fortunately you have been nominated to take part in this research and may I ask that you kindly complete the questionnaire enclosed. I assure you that it would not take longer than 30 minutes as your cooperation will contribute to improving the Career Planning on organizational commitment at Mesiniaga Berhad

All data provided will be treated as confidential and will only be used for this academic research.

Thank you for your cooperation

Yours sincerely,

Norfadzly bin Abd Rahim
College of Business,
Universiti Utara Malaysia
06010 Sintok,
Kedah
012-2998971, norfadzly_abd@oyagsb.uum.edu.my

Section A: Background Information

Please tick (x) in the appropriate box or fill the space provided.

Gender	<input type="checkbox"/>	Male
	<input type="checkbox"/>	Female
Ethnicity	<input type="checkbox"/>	Malay
	<input type="checkbox"/>	Chinese
	<input type="checkbox"/>	Indian
		Others (Please specify: _____)
Marital status	<input type="checkbox"/>	Single
	<input type="checkbox"/>	Married
		Others (Please specify: _____)
Age	<input type="checkbox"/>	18 – 25
	<input type="checkbox"/>	26 – 33
	<input type="checkbox"/>	34 – 41
	<input type="checkbox"/>	42 – 49
	<input type="checkbox"/>	50 and above
Highest education Level	<input type="checkbox"/>	Primary school certificate
	<input type="checkbox"/>	SRP / SPM / STPM
	<input type="checkbox"/>	Diploma or equivalent
	<input type="checkbox"/>	Bachelor's degree or equivalent
	<input type="checkbox"/>	Master's degree or higher
Job category	<input type="checkbox"/>	Non-Executive
	<input type="checkbox"/>	Executive
	<input type="checkbox"/>	Assistant Manager
	<input type="checkbox"/>	Manager
		Others (Please specify: _____)
Employment status	<input type="checkbox"/>	Permanent
	<input type="checkbox"/>	Contract
	<input type="checkbox"/>	Temporary
Working experience	<input type="checkbox"/>	0-5 years
	<input type="checkbox"/>	6-10 years
	<input type="checkbox"/>	11-15 years
	<input type="checkbox"/>	16-20 years
	<input type="checkbox"/>	20 years or more
Number of years in the present company	<input type="checkbox"/>	Less than 1 year
	<input type="checkbox"/>	1-5 years
	<input type="checkbox"/>	6-10 years
	<input type="checkbox"/>	11-20 years
	<input type="checkbox"/>	More than 20 years

Number of years in the present position

<input type="checkbox"/>	Less than 1 year
<input type="checkbox"/>	1 – 5 years
<input type="checkbox"/>	6–10 years
<input type="checkbox"/>	11 – 20 years
<input type="checkbox"/>	More than 20 years

Section B: Organizational Commitment

Please tick (x) in the appropriate box to indicate your level of agreement for each statement below.

1-strongly disagree 2-disagree 3-neither agree nor disagree 4-agree
5-strongly agree

Item	Statement	1	2	3	4	5
1.	It would be very hard for me to leave my job at this organization right now even if I wanted to.					
2.	I would be very happy to spend the rest of my career in this organization.					
3.	I do not feel any obligation to remain with my organization (External).					
4.	I really feel as if this organization's problems are my own.					
5.	Too much of my life would be disrupted if I leave my organization.					
6.	Even if it were to my advantage, I do not feel it would be right to leave.					
7.	I feel like 'part of my family' at this organization.					
8.	I would feel guilty if I left this organization now.					
9.	I feel 'emotionally attached' to this organization.					
10.	This organization deserves my loyalty.					
11.	Right now, staying with my job at this organization is a matter of necessity as much as desire.					
12.	This organization has a great deal of personal meaning for me.					
13.	I believe I have too few options to consider leaving this organization.					

14.	I feel a strong sense of belonging to this organization.					
15.	I would not leave my organization right now because of my sense of obligation to it.					
16.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.					
17.	I owe a great deal to this organization.					
18.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					

Section C: Career Planning

Please tick (x) in the appropriate box to indicate your level of agreement for each item below

1-strongly disagree 2-disagree 3-neither agree nor disagree 4-agree
5-strongly agree

Item	Statement	1	2	3	4	5
1	I know my strengths, weaknesses and abilities.					
2	I have accurate information about organization's management policies that can affect my career.					
3	My awareness of career interest had helped to clarify my career plans.					
4	I have accurate view of the opportunities and constraints that may occur in the work environment which can affect my career.					
5	I have not yet really decided what my career objectives should be.					
6	I have plans for my career.					
7	I have strategies for achieving my career goals.					
8	I know what I need to do to reach my career goals.					

9	My career objectives are not clear.					
10	I change my career objectives frequently.					

End of Questionnaires
Thank you for your time and participation.

